

Finance and Administration Committee

Notice of Meeting
12 December 2017
4pm

Committee Room 1
Ninth Floor
Council House
27 St Georges Terrace, Perth



City of Perth

Agenda

ORDER OF BUSINESS AND INDEX

- 1 Declaration of Opening
- 2 Apologies and Members on Leave of Absence
- 3 Question Time for the Public
- 4 Confirmation of minutes – 14 November 2017
- 5 Correspondence
- 6 Disclosure of Members' interests
- 7 Matters for which the meeting may be closed

In accordance with Section 5.23(2) of the Local Government Act 1995, the meeting will be required to be closed to the public prior to discussion of the following:

Item No.	Item Title	Reason
Confidential Item 8.9 and Attachments 8.9A and 8.9B	Contract for the Operation of Turvey Lane Car Park	s 5.23(2)(e)(ii)

In accordance with Section 5.23(2) of the Local Government Act 1995, should an Elected Member wish to discuss the content of the confidential attachments listed below, it is recommended that Council resolve to close the meeting to the public prior to discussion of the following:

Attachment No.	Item No. and Title	Reason
Confidential Attachments 8.4A and 8.4B	Item No 8.4 – Tender 54 – 17/18: Security – Static, Events and Associated Services	s 5.23(2)(e)(ii)
Confidential Attachments 8.6A and 8.6C	Item No 8.6 – Preservation of Public Open Space – Development of Joint Trust for Land Adjacent to JH Abrahams Reserve	s 5.23(2)(c) and s 5.23(2)(c) (d)

8 Reports

- 8.1 Investments and Investment Returns for the Period Ended 31 October 2017.
- 8.2 Payments from Municipal and Trust Funds – October 2017.

Please convey apologies to Governance on 9461 3250
or email governance@cityofperth.wa.gov.au

- 8.3 Financial Statements and Financial Activity Statement for the Period Ended 31 October 2017.
- 8.4 Tender 54 – 17/18: Security – Static, Events and Associated Services.
- 8.5 Reallocation of Capital Works Budget – Customer Service.
- 8.6 Preservation of Public Open Space – Development of Joint Trust for Land Adjacent to JH Abrahams Reserve.
- 8.7 CP12.6 Staff – Local Government Employees – Senior Employees.
- 8.8 Emergency Management Strategic Plan 2017-2020 and Emergency Management Arrangements.
- 8.9 CONFIDENTIAL - Contract for the Operation of Turvey Lane Car Park.

9 Motions of which Previous Notice has been given

10 General Business

10.1 - Responses to General Business from a Previous Meeting

- Information on infringing drivers who utilise bike lanes illegally (raised at FA 22/08/17 and FA 14/11/17). A memorandum was provided Elected Members on 29 November 2017.
- Information relating to expenditure on Marketing Agencies (raised at FA 14/11/17). A response was provided to Cr Harley on 1 December 2017.
- Information relating to the proposed locations of CCTV to be installed (raised at FA 14/11/17). A memorandum was provided Elected Members on 29 November 2017.

10.2 - New General Business

11 Items for consideration at a future meeting

Outstanding Reports:

- Council Policy 10.6 – Elected Member Expense Reimbursements (raised at FA 04/10/16, Special Workshop with Elected Members was held on 4 December 2017 with another workshop to be scheduled).
- Cost / Benefit Analysis – Discounted Parking (raised at FA on 14/11/17, report to be submitted to the Committee meeting to be held on 6 February 2018.)
- Inner City Residential Rate Concession (raised at FA on 14/11/17).
- Council House LED lights (raised at FA 14/11/17, a Special Workshop with Elected Members was held on 4 December 2017).

12 Closure



MARTIN MILEHAM
CHIEF EXECUTIVE OFFICER
7 December 2017

This meeting is open to members of the public

Please convey apologies to Governance on 9461 3250
or email governance@cityofperth.wa.gov.au

FINANCE AND ADMINISTRATION COMMITTEE

Established: 17 May 2005 (Members appointed 24 October 2017)

Members:	1st Deputy:	2nd Deputy:
Cr Harley (Presiding Member)	Cr Adamos	Cr Limnios
Deputy Lord Mayor Cr Green		
Cr Davidson		

Quorum: Two

Expiry: 19 October 2019

TERMS OF REFERENCE: [Adopted OCM 24/11/15]

1. To oversee and make recommendations to the Council on matters related to:
 - a. the financial management of the City including budgeting, payment of accounts, collection of debts, investment of funds and write-offs;
 - b. strategic and annual plans;
 - c. management of local government property including issues relating to the City's civic buildings (Council House, Perth Town Hall, Perth Concert Hall and the City of Perth Library);
 - d. business opportunities and proposals, including those related to parking, having the potential to achieve new income or savings for the City, which may have been initiated by other Committees of the Council;
 - e. fees and charges levied by the City in accordance with Sections 6.16 or 6.32 of the Local Government Act 1995;
 - f. Elected Members, including protocols and procedures, benefits and allowances;
 - g. Council's policies, local laws and Register of Delegations;
 - h. the management and enforcement of permanent and temporary on-street parking proposals or restrictions and any associated fees or signage;
 - i. any other matters requiring a decision of the Council and not specifically defined in the Terms of Reference for any other Committee of the Council or where the substantive Committee is unable to be convened and a decision is necessary to fulfil operational requirements.

NOTE:

Delegated Authority 1.1.1 – Finance and Administration Committee provides authority for the Committee to:

1. Approve or decline officer recommendations for receptions of up to \$5,000 in value referred to the Committee by the Lord Mayor [FM Reg.12 (1) (b)].
2. Authority to approve or decline recommendations to purchase works of art valued at over \$30,000 and less than \$100,000 and the deaccession of art [FM Reg.12(1)(b) and s.3.58(2) and (3)].

INFORMATION FOR THE PUBLIC ATTENDING COMMITTEE MEETINGS

Question Time for the Public

- An opportunity is available at all Committee meetings open to members of the public to ask a question about any issue relating to the City. This time is available only for asking questions and not for making statements. Complex questions requiring research should be submitted as early as possible in order to allow the City sufficient time to prepare a response.
- The Presiding Person may nominate a Member or officer to answer the question, and may also determine that any complex question requiring research be answered in writing. No debate or discussion is allowed to take place on any question or answer.
- To ask a question please write it on the white Question Sheet provided at the entrance to the Council Chamber and hand it to a staff member at least an hour before the meeting begins. Alternatively, questions can be forwarded to the City of Perth prior to the meeting, by:
 - Letter: Addressed to GPO Box C120, Perth, 6839;
 - Email: governance@cityofperth.wa.gov.au.
- Question Sheets are also available on the City's web site: www.perth.wa.gov.au.

Deputations

A deputation wishing to be received by a Committee is to apply in writing to the CEO who will forward the written request to the Presiding Member. The Presiding Member may either approve the request or may instruct the CEO to refer the request to the Committee to decide whether or not to receive the deputation. If the Presiding Member approves the request, the CEO will invite the deputation to attend the meeting.

Please refer to the 'Deputation to Committee' form provided at the entrance to the Council Chamber for further information on the procedures for deputations. These forms are also available on the City's web site: www.perth.wa.gov.au.

Disclaimer

Members of the public should note that in any discussion regarding any planning or other application that any statement or intimation of approval made by any Member or officer of the City during the course of any meeting is not intended to be and is not to be taken as notice of approval from the City. No action should be taken on any item discussed at a Committee meeting prior to written advice on the resolution of the Council being received.

Any plans or documents contained in this agenda may be subject to copyright law provisions (Copyright Act 1968, as amended) and the express permission of the copyright owner(s) should be sought prior to their reproduction.

EMERGENCY GUIDE

Council House, 27 St Georges Terrace, Perth



The City of Perth values the health and safety of its employees, tenants, contractors and visitors. The guide is designed for all occupants to be aware of the emergency procedures in place to help make an evacuation of the building safe and easy.

BUILDING ALARMS

Alert Alarm and Evacuation Alarm.

ALERT ALARM

beep beep beep

All Wardens to respond.

Other staff and visitors should remain where they are.



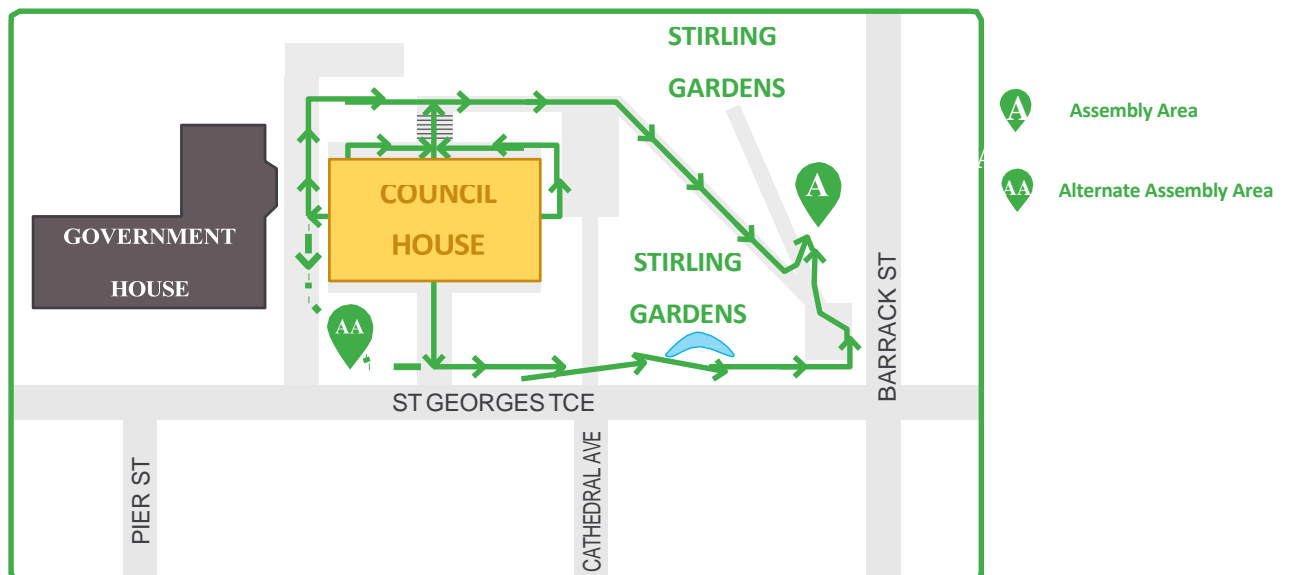
EVACUATION ALARM / PROCEDURES

whoop whoop whoop

On hearing the Evacuation Alarm or on being instructed to evacuate:

1. Move to the floor assembly area as directed by your Warden.
2. People with impaired mobility (those who cannot use the stairs unaided) should report to the Floor Warden who will arrange for their safe evacuation.
3. When instructed to evacuate leave by the emergency exits. **Do not use the lifts.**
4. Remain calm. Move quietly and calmly to the assembly area in **Stirling Gardens** as shown on the map below. Visitors must remain in the company of City of Perth staff members at all times.
5. After hours, evacuate by the nearest emergency exit. **Do not use the lifts.**

EVACUATION ASSEMBLY AREA



Agenda **Investments and Investment Returns for the Period Ended 31**
Item 8.1 **October 2017**

Recommendation:

That the Finance and Administration Committee RECEIVES the report detailing investments and investment returns for the period ended 31 October 2017, as detailed in Attachment 8.1A of this Report.

FILE REFERENCE:	P1032980-17
REPORTING UNIT:	Finance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	30 November 2017
ATTACHMENT/S:	Attachment 8.1A – Investment Report for the period ended 31 October 2017, Short Term Investments and Institution Credit and Rating

Council Role:

- | | | |
|-------------------------------------|----------------|---|
| <input type="checkbox"/> | Advocacy | <i>When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.</i> |
| <input type="checkbox"/> | Executive | <i>The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.</i> |
| <input type="checkbox"/> | Legislative | <i>Includes adopting local laws, town planning schemes and policies</i> |
| <input type="checkbox"/> | Quasi-Judicial | <i>When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.</i> |
| <input checked="" type="checkbox"/> | Information | <i>For the Council/Committee to note.</i> |

Legislation / Strategic Plan / Policy:

Legislation	Section 6.14 of the <i>Local Government Act 1995</i> Regulation 19C of the <i>Local Government (Financial Management) Regulations 1996</i>
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**Integrated Planning and
Reporting Framework
Implications**

Strategic Community Plan
Goal 7 An open and engaged city

Policy

Policy No and Name: 9.3 – Management of Investments

Financial Implications:

Reported investment earnings (excluding interest on rates arrears) at \$594,470 after Trust Account adjustments, were \$203,652 above budget in October.

Details:

	Actual \$	Budget \$	Variation \$
Interest Earnings	594,470	390,818	203,652

Average Rate	3.82%
Benchmark Rate	1.74%
RBA Cash Rate	1.50%

*Figures exclude interest on rate arrears.

Call Accounts

Balance at 31 October 2017	\$13.1 million
Interest Earned	\$30,421
Rate for balances over \$2 million	1.75%

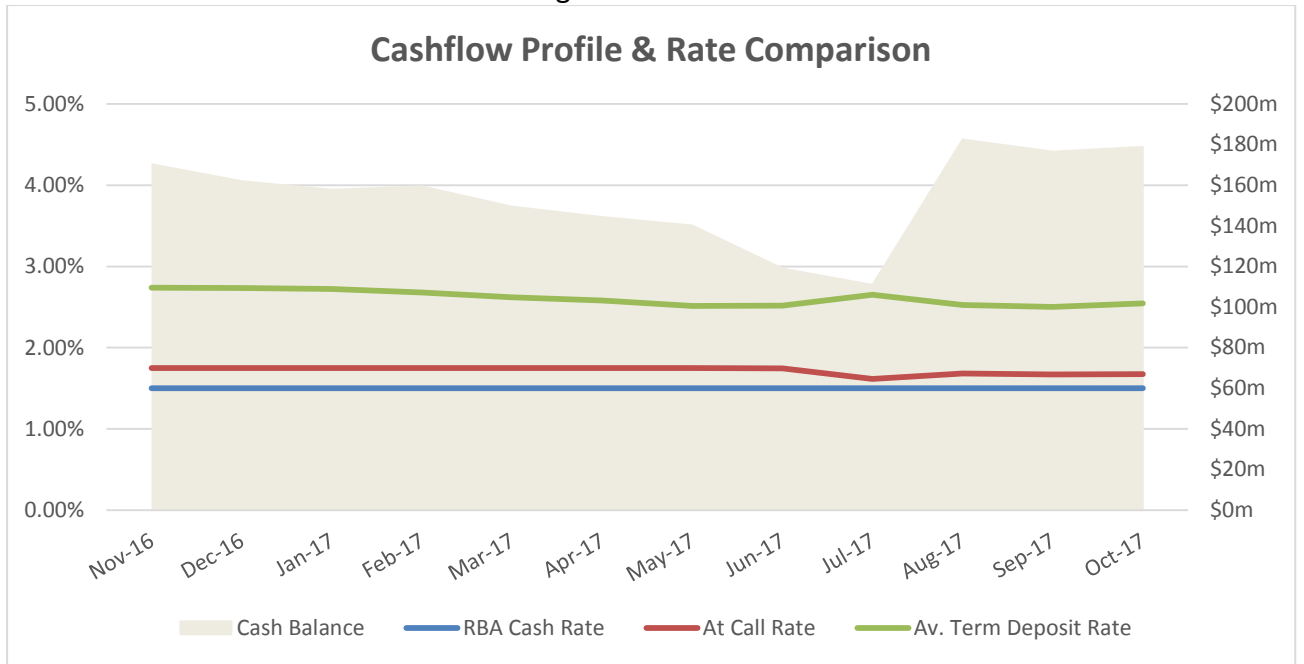
Term Deposits

Balance at 31 October 2017	\$165.8 million
Interest Earned	\$365,362
Average Rate (Municipal funds)	2.55%
Most Recent Rate (Municipal funds)	2.35%

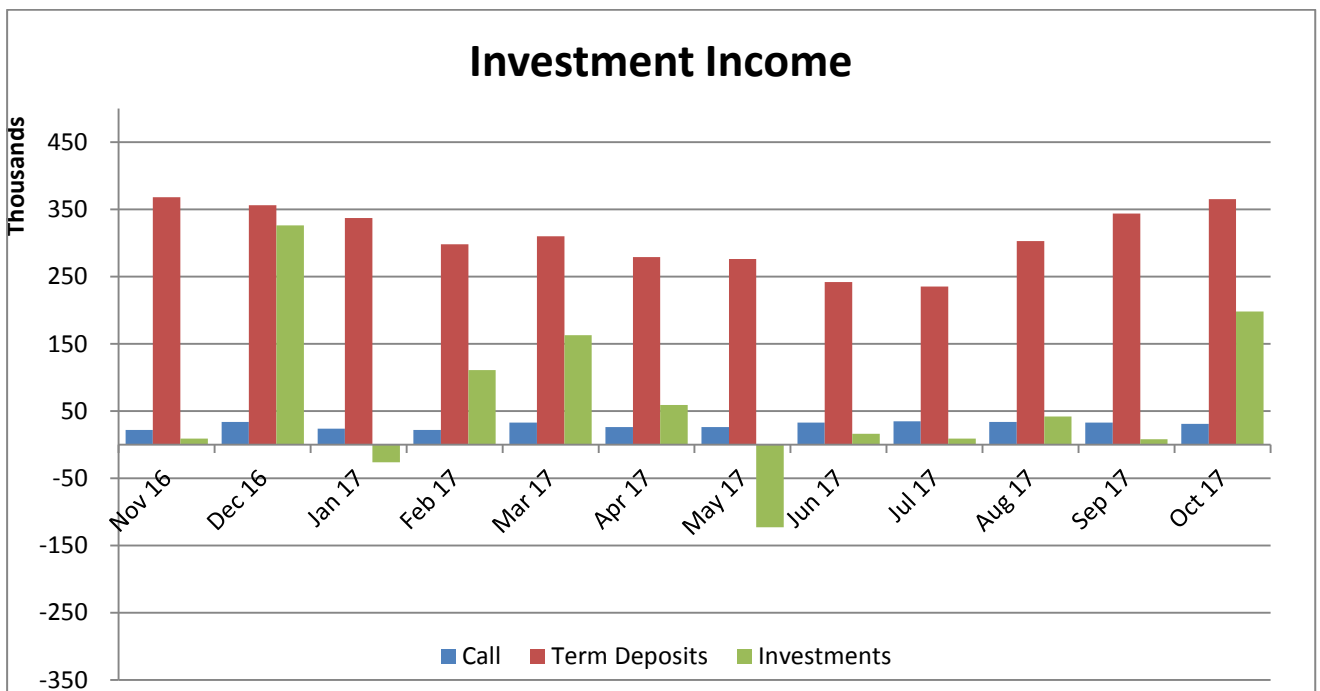
Other Investments

	Interest Earned \$	Interest Rate %
Emerald Mortgage Backed Security	9,394	2.58
Colonial Share Index Balanced Fund	189,293	N/A

The ASX 200 Index rose by 4% in October which resulted in a positive return for the Colonial Share Index Balanced Fund.



The above chart shows the City's cash flow cycle reflecting the significant inflow of rates income in August. It also compares the average interest rates the City earns with the RBA cash rate.



Spread of Investments

The City's exposure to investment institutions is as follows:

Institution	Credit Rating	Percentage	Percentage Allowed
ANZ	A1+	3%	100%
Bankwest	A1+	16%	
NAB	A1+	20%	
		39%	
AMP	A1	6%	
ING (Upgraded from A2 to A1)	A1	-	100%
Suncorp Metway	A1	19%	
		25%	
		64%	60%
Bank of Queensland	A2	32%	
		32%	10%
Barclays	NR	1%	
Colonial	NR	3%	
		4%	

Comments:

The *Local Government (Financial Management) Regulations 1996* were amended in May 2017 to enable fixed term deposits of up to three years (increased from one year). This amendment will have no impact at this time due to the low interest rate environment.

The City continues to adhere to its policy of obtaining the best returns commensurate with risk and the constraints imposed by the State Government regulations.

INVESTMENT REPORT	Market Value	Market Value	Cost & Impairment	% of	Interest Earned	Weighted Average Monthly	Interest Earned
31-Oct-17	30-Sep-17	31-Oct-17	31-Oct-17	Class	Oct	Rate	YTD
Municipal							
Short term Direct Investments							
Call	\$8,935,958	\$9,222,446	\$9,222,446	5.1%	\$23,629	1.84%	\$101,310
Term Deposits	\$94,000,000	\$96,000,000	\$96,000,000	52.9%	\$211,174	2.55%	\$620,121
Short	\$102,935,958	\$105,222,446	\$105,222,446		\$234,803	2.48%	\$721,430
Total Municipal - Cash Backed Securities	\$102,935,958	\$105,222,446	\$105,222,446		\$234,803	2.48%	\$721,430
Total Municipal Investments	\$102,935,958	\$105,222,446	\$105,222,446		\$234,803	2.48%	\$721,430
Reserves							
Short term Direct Investments							
Call	\$3,805,173	\$3,310,692	\$3,310,692	1.8%	\$5,695	1.67%	\$27,291
Term Deposits	\$65,500,000	\$65,500,000	\$65,500,000	36.1%	\$145,221	2.63%	\$587,031
Total	\$69,305,173	\$68,810,692	\$68,810,692		\$150,917	2.60%	\$614,323
Medium term Direct Investments							
Barclays - Emerald -MBS* (Pls refer to note below)	2,552,637	2,552,637	\$2,542,187	1.4%	\$9,394	2.58%	\$37,430
Total	\$2,552,637	\$2,552,637	\$2,542,187		\$9,394	2.58%	\$37,430
Total Reserve - Cash Backed Securities	\$71,857,810	\$71,363,329	\$71,352,879		\$160,311	2.59%	\$651,753
Balanced Funds							
Colonial Share Index	\$4,747,847	\$4,937,226	\$4,937,226	100%	\$189,293	58.87%	\$219,650
Total	\$4,747,847	\$4,937,226	\$4,937,226		\$189,293	58.87%	\$219,650
Total Reserve Investments	\$76,605,658	\$76,300,554	\$76,290,105		\$349,604	58.87%	\$871,403
Trust							
Short term Direct Investments							
Call	\$25,363	\$525,382	\$525,382	0.3%	\$1,097	1.52%	\$3,717
Term Deposits	\$4,289,088	\$4,289,088	\$4,289,088	2.4%	\$8,966	2.48%	\$39,875
Total	\$4,314,451	\$4,814,470	\$4,814,470		\$10,063	2.38%	\$43,592
Total Trust - Cash Backed Securities	\$4,314,451	\$4,814,470	\$4,814,470		\$10,063	2.38%	\$43,592
Total Investments-Cash Backed Securities	\$179,108,219	\$181,400,245	\$181,389,795		\$405,177	2.52%	\$1,416,776
Grand Total Investments	\$183,856,066	\$186,337,470	\$186,327,021		\$594,470	3.78%	\$1,636,426

Note

*The Barclays Emerald-MBS are marked to Market Value at the end of the financial year.

31-Oct-17					
INSTITUTION CREDIT AND RATING					
INSTITUTION	AMOUNT	PERCENTAGE	CREDIT RATING	MAX AMOUNT	
ANZ	5,271,527.02	3%	A1+	OK	
AMP	10,264,414.14	6%	A1	OK	
ING	-	0%	A1	OK	
BOQLD	60,500,000.00	32%	A2	OK	
BANKWEST	30,522,578.86	16%	A1+	OK	
BARCLAYS	2,542,187.44	1%	NR	OK	
C B A	-	0%	A1+	OK	
BENDIGO	-	0%	A2	OK	
MACQUARIE	0.00	0%	A1	OK	
MEQUITY	0.00	0%	A2	OK	
NAB	37,789,087.81	20%	A1+	OK	
ST GEORGE	-	0%	A1+	OK	
SUNCORP METWAY	34,500,000.00	19%	A1	OK	
WESTPAC	-	0%	A1+	OK	
COLONIAL	4,937,225.61	3%	NR	OK	
TOTAL	186,327,020.88	100%			

GLOBAL CREDIT EXPOSURE			
INSTITUTION	AMOUNT	PERCENTAGE	MAX ALLOWED
A1+, A1, AA	118,347,607.83	64%	100%
A2	60,500,000.00	32%	60%
A3 and Unrated	7,479,413.05	4%	10%
TOTAL	186,327,020.88	100%	

A1+	45%	INDIVIDUAL ADI EXPOSURE ALLOWED
A1	45%	
A2	40%	
A3	10%	
AAA	45%	
AA	45%	
Unrated	10%	

CITY OF PERTH - SHORT TERM INVESTMENTS (Excluding Call) AS AT 31 October 2017

FUND	INSTITUTION	TYPE	AMOUNT	RATE	LODGED	MATURITY	Total Investment Days	TOTAL INTEREST individual outstanding investment
MUNICIPAL	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 3,000,000.00	2.65%	7/07/2017	4/01/2018	181	\$ 39,423.29
MUNICIPAL	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 3,000,000.00	2.65%	30/06/2017	4/01/2018	188	\$ 40,947.95
MUNICIPAL	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 4,000,000.00	2.65%	31/07/2017	28/02/2018	212	\$ 61,567.12
MUNICIPAL	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 3,000,000.00	2.55%	17/08/2017	15/03/2018	210	\$ 44,013.70
MUNICIPAL	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 5,000,000.00	2.65%	1/08/2017	30/03/2018	241	\$ 87,486.30
MUNICIPAL	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 5,000,000.00	2.65%	2/08/2017	30/04/2018	271	\$ 98,376.71
MUNICIPAL	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 3,000,000.00	2.55%	23/08/2017	17/05/2018	267	\$ 55,960.27
MUNICIPAL	NAB	Short Term Direct Investments TERM DEPOSITS	\$ 3,000,000.00	2.45%	21/08/2017	30/11/2017	101	\$ 20,338.36
MUNICIPAL	NAB	Short Term Direct Investments TERM DEPOSITS	\$ 5,000,000.00	2.46%	18/08/2017	21/12/2017	125	\$ 42,123.29
MUNICIPAL	NAB	Short Term Direct Investments TERM DEPOSITS	\$ 3,000,000.00	2.56%	22/09/2017	15/03/2018	174	\$ 36,611.51
MUNICIPAL	NAB	Short Term Direct Investments TERM DEPOSITS	\$ 8,000,000.00	2.58%	21/09/2017	19/04/2018	210	\$ 118,750.68
MUNICIPAL	NAB	Short Term Direct Investments TERM DEPOSITS	\$ 2,000,000.00	2.58%	27/09/2017	17/05/2018	232	\$ 32,797.81
MUNICIPAL	SUNCORP	Short Term Direct Investments TERM DEPOSITS	\$ 5,000,000.00	2.60%	27/06/2017	25/01/2018	212	\$ 75,506.85
			<u>\$ 96,000,000.00</u>					
RESERVES	AMP	Short Term Direct Investments TERM DEPOSITS	\$ 5,000,000.00	2.80%	6/07/2017	5/04/2018	273	\$ 104,712.33
RESERVES	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 5,000,000.00	2.65%	18/05/2017	16/11/2017	182	\$ 66,068.49
RESERVES	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 1,000,000.00	2.65%	15/06/2017	12/12/2017	180	\$ 13,068.49
RESERVES	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 2,000,000.00	2.60%	22/06/2017	21/12/2017	182	\$ 25,928.77
RESERVES	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 4,500,000.00	2.65%	22/06/2017	18/01/2018	210	\$ 68,609.59
RESERVES	BQLD	Short Term Direct Investments TERM DEPOSITS	\$ 2,000,000.00	2.60%	12/10/2017	21/06/2018	252	\$ 35,901.37
RESERVES	SUNCORP	Short Term Direct Investments TERM DEPOSITS	\$ 4,000,000.00	2.60%	24/08/2017	31/07/2018	341	\$ 97,161.64
RESERVES	SUNCORP	Short Term Direct Investments TERM DEPOSITS	\$ 8,000,000.00	2.65%	22/06/2017	25/01/2018	217	\$ 126,038.36
RESERVES	SUNCORP	Short Term Direct Investments TERM DEPOSITS	\$ 7,000,000.00	2.65%	22/06/2017	22/02/2018	245	\$ 124,513.70
RESERVES	SUNCORP	Short Term Direct Investments TERM DEPOSITS	\$ 5,000,000.00	2.65%	22/06/2017	22/02/2018	245	\$ 88,938.36
RESERVES	SUNCORP	Short Term Direct Investments TERM DEPOSITS	\$ 2,500,000.00	2.55%	19/10/2017	14/06/2018	238	\$ 41,568.49
			<u>\$ 65,500,000.00</u>					
TRUST	NAB	Short Term Direct Investments TERM DEPOSITS	\$ 1,500,000.00	2.45%	24/08/2017	23/11/2017	91	\$ 9,162.33
TRUST	NAB	Short Term Direct Investments TERM DEPOSITS	\$ 789,087.81	2.45%	7/09/2017	7/12/2017	91	\$ 4,819.92
TRUST	NAB	Short Term Direct Investments TERM DEPOSITS	\$ 2,000,000.00	2.52%	28/09/2017	31/01/2018	125	\$ 17,260.27
			<u>\$ 4,289,087.81</u>					
TOTAL Investments			\$ 165,789,087.81					\$ 2,593,401.84

Agenda
Item 8.2

Payments from Municipal and Trust Funds – October 2017

Recommendation:

That in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, the list of payments made under delegated authority for the month ended 31 October 2017, be RECEIVED and recorded in the Minutes of the Council, the summary of which is as follows:

FUND	PAID
Municipal Fund	\$ 17,255,682.63
Trust Fund	\$ 15,064.88
TOTAL:	<u>\$ 17,270,747.51</u>

FILE REFERENCE:	P1033586-131
REPORTING UNIT:	Finance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	1 November 2017
ATTACHMENT/S:	A detailed list of payments made under delegated authority for the month ended 31 October can be accessed by Elected Members via the Council Hub. Members of the public can access the list of payments on request.

Council Role:

- | | | |
|-------------------------------------|----------------|---|
| <input type="checkbox"/> | Advocacy | <i>When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.</i> |
| <input type="checkbox"/> | Executive | <i>The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.</i> |
| <input type="checkbox"/> | Legislative | <i>Includes adopting local laws, town planning schemes and policies</i> |
| <input type="checkbox"/> | Quasi-Judicial | <i>When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.</i> |
| <input checked="" type="checkbox"/> | Information | <i>For the Council/Committee to note.</i> |

Legislation / Strategic Plan / Policy:

Legislation	Regulation 13(1) of the <i>Local Government (Financial Management) Regulations 1996</i>
Integrated Planning and Reporting Framework Implications	Strategic Community Plan Goal 7 An open and engaged city

Comments:

Payments for the month of October 2017 included the following significant items:

- \$2,090,849.23 to the Western Australian Treasury Corporation for loan payments of \$711,834.69 for the Perth City Library and Public Plaza, \$541,200.68 for the Elder Street Carpark, \$560,574.81 for the Perth Convention and Exhibition Centre Carpark, \$32,774.82 for the Goderich Street Carpark and \$244,464.23 for the Perth City Library and Public Plaza.
- There were three payroll payments made in the month of October.

**Agenda
Item 8.3****Financial Statements and Financial Activity Statement for the
Period Ended 31 October 2017**

Recommendation:

That Council APPROVES the Financial Statements and the Financial Activity Statement for the period ended 31 October 2017, as detailed in Attachment 8.3A.

FILE REFERENCE:	P1014149-25
REPORTING UNIT:	Finance
RESPONSIBLE DIRECTORATE:	Corporate Services
DATE:	30 November 2017
ATTACHMENT/S:	Attachment 8.3A – Financial Statements and Financial Activity Statement for the period ended 31 October 2017

Council Role:

- | | | |
|-------------------------------------|----------------|---|
| <input type="checkbox"/> | Advocacy | <i>When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.</i> |
| <input type="checkbox"/> | Executive | <i>The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.</i> |
| <input checked="" type="checkbox"/> | Legislative | <i>Includes adopting local laws, town planning schemes and policies.</i> |
| <input type="checkbox"/> | Quasi-Judicial | <i>When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (e.g. under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.</i> |
| <input type="checkbox"/> | Information | <i>For the Council/Committee to note.</i> |

Legislation / Strategic Plan / Policy:

Legislation	Section 6.4(1) and (2) of the <i>Local Government Act 1995</i> Regulation 34(1) of the <i>Local Government (Financial Management) Regulations 1996</i>
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**Integrated Planning and
Reporting Framework
Implications**

Strategic Community Plan
Goal 7 An open and engaged city

Financial Implications:

There are no direct financial implications arising from this report.

Details:

The Financial Activity Statement is presented together with a commentary on variances from the revised budget.

Comments:

The Financial Activity Statement commentary compares the actual results for the four months to 31 October 2017.

**FINANCIAL ACTIVITY STATEMENT FOR THE FOUR MONTHS TO
31 OCTOBER 2017****REPORT OF VARIANCES TO BUDGET**

This report compares the actual performance for the four months to 31 October 2017 to the 2017/18 Budget adopted by Council on 28 June 2017 and amended by Council on 29 August 2017.

Operating Revenue

- Parking revenue year to date was \$25.1 million, which was \$687,000 above the budget. The variance mainly consisted of \$192,000 for Open Air Car Parks, \$72,000 for Kerbside parking, \$434,000 for Undercover Car Parks and \$(11,000) for events.

The variances for Open Air Car Parks were primarily for the following car parks: \$128,000 Point Fraser, \$201,000 Queens Gardens, \$12,000 for Victoria Gardens, \$(38,000) for Aberdeen Street and \$(25,000) for Newcastle Street. The \$9 all day parking promotion at Queens Gardens resulted in increased patronage and revenue for the car park.

Undercover Car Parks that performed better than the revised budget on a year to date basis were: Convention Centre \$316,000, Concert Hall \$146,000 and Elder Street \$112,000 and partly offset with lower than budget for Roe Street \$(90,000), State Library \$(46,000) and Pier Street \$(35,000).

- Fines and Costs were lower than the revised budget by 7.4% or \$(233,000) predominantly due to parking fines.
- Investment Income and Interest was \$460,000 above the revised budget. This is predominantly due to more Ratepayers opting to pay their rates by installments; thus earning higher interest on installments revenue than anticipated at budget setting.
- Recurrent Grants were \$(184,000) below the revised budget. This is primarily due to Federal Assistance and Local Government Grants' first quarter payment made in the last week of the previous financial year. The budget will be adjusted accordingly as part of the 2017/18 budget review process.
- Other income was \$790,000 above the revised budget and the variance included \$295,000 in administration charges as more than anticipated ratepayers opted to pay their rates in instalments. The variance also included higher than anticipated revenue for Building Licence Fees \$197,000, Outdoor Eating Area Licence Fees of \$51,000, swimming pool inspection \$56,000 and Food Premises Inspection Fees of \$86,000.

**FINANCIAL ACTIVITY STATEMENT FOR THE FOUR MONTHS TO
31 OCTOBER 2017**

REPORT OF VARIANCES TO BUDGET

Operating Expenditure

- Employee costs for the year to date were \$24.7 million being 1.3% or \$320,000 below the revised budget. Vacant positions throughout the City were the main reasons for this underspend.
- Materials and Contracts were \$2.4 million below the revised budget. The main areas of underspend were: Infrastructure (Contractors Maintenance) \$278,000 due to timing differences, Consultancy \$650,000, and Property Maintenance \$670,000.
- Utilities were lower than the revised budget by \$210,000 due to lower than budgeted power consumption.
- Depreciation and Amortisation was under the revised budget by \$653,000 at the end of October. This variance is expected to change when the full impact of building revaluations is reflected in depreciation figures.
- Loss on disposal of assets recorded a minor spend against a year to date revised budget of \$932,000. The year-end finalisation process is yet to be completed and is expected to reduce this variance.
- Other Expenditure was below the revised budget by \$1,042,000. This is mainly due to less than anticipated spending on donations and sponsorships, and is expected to be a timing variance only.

Investing Activities

- As part of the finalization of carry forwards \$8.5 million was added to the 2017/18 capital budget bringing it to a total of \$68.9 million for the year. Capital expenditure was \$8.1 million lower than the revised budget. Capital year to date spend being \$10.2 million or 14.7% of the revised capital budget for 2017/18.

Financing Activities

- Transfers to Reserves were \$10.5 million below the revised budget. Utilisation of reserve funds were lower than expected and can be linked to the lower than anticipated capital spend.
- Transfers from Reserves were below the revised budget by \$(13.1 million), mainly due to lower than anticipated year to date spend on capital projects.

Amounts sourced from Rates

**FINANCIAL ACTIVITY STATEMENT FOR THE FOUR MONTHS TO
31 OCTOBER 2017**

REPORT OF VARIANCES TO BUDGET

- Rates revenue raised was \$(280,000) or 0.3% below the revised budget. This is the net position of interims raised offset with rates refunds and back rates resulting in the overall result being below budget.

FINANCIAL ACTIVITY STATEMENT - for the period ended 31 October 2017

	Revised Budget 2017/18 \$	Budget YTD 31-Oct-17 \$	Actual YTD 31-Oct-17 \$	Variance YTD 31-Oct-17 \$
Proceeds from Operating Activities				
Operating Revenue				
<i>Nature of Income</i>				
Parking Fees	71,807,578	24,461,377	25,148,597	687,219
Fines and Costs	9,113,255	3,128,725	2,896,053	(232,671)
Investment Income and Interest	4,619,401	1,588,580	2,048,396	459,816
Community Service Fees	1,509,400	502,100	513,552	11,452
Rubbish Collection	9,250,450	8,769,577	8,689,733	(79,844)
Rentals and Hire Charges	4,993,543	1,675,019	1,647,203	(27,816)
Recurrent Grants	1,985,738	427,748	243,538	(184,210)
Contributions, Donations and Reimbursements	421,783	132,928	127,217	(5,711)
Other Income	4,059,824	1,979,076	2,768,699	789,623
Distribution from TPRC	0	0	0	0
	107,760,972	42,665,130	44,082,989	1,417,859
Less: Operating Expenditure				
<i>Nature of Expenditure</i>				
Employee Costs	74,752,665	25,010,439	24,690,141	320,298
Materials and Contracts	50,713,391	16,018,797	13,647,331	2,371,466
Utilities	3,464,509	1,153,016	942,724	210,292
Insurance Expenditure	920,937	304,015	251,019	52,996
Depreciation and Amortisation	33,534,088	11,184,911	10,531,416	653,495
Interest Expenses	1,380,827	502,515	500,100	2,414
Expense Provisions	915,726	305,242	367,574	(62,332)
Loss on Disposal of Assets	1,664,126	931,817	(8,997)	940,814
Other Expenditure	25,563,895	9,340,196	8,297,824	1,042,373
	192,910,163	64,750,949	59,219,132	5,531,817
Add back Depreciation	(33,534,088)	(11,184,911)	(10,531,416)	(653,495)
(Loss) / Profit on Disposals	(1,664,126)	(931,817)	8,997	(940,814)
	157,711,949	52,634,220	48,696,713	3,937,508
Net Surplus/(Deficit) from Operations	(49,950,977)	(9,969,090)	(4,613,724)	5,355,366
Investing Activities				
Capital Grants	0	(691,667)	(737,517)	(45,850)
Capital Expenditure	(68,916,040)	(18,285,695)	(10,162,310)	8,123,385
Proceeds from Disposal of Assets/Investments	801,800	270,196	385,224	115,028
	(68,114,240)	(18,707,167)	(10,514,603)	8,192,564
Financing Activities				
Repayment of Borrowings	(6,423,186)	(2,837,055)	(2,837,055)	0
Transfers to Reserves	(33,929,087)	(11,433,638)	(946,117)	10,487,521
Transfer from Reserves	43,345,720	31,606,914	18,473,100	(13,133,814)
	2,993,447	17,336,221	14,689,928	(2,646,294)
Add: Opening Funds	29,311,168	29,311,168	35,104,931	5,793,763
Net Surplus/(Deficit) before Rates	(85,760,602)	17,971,132	34,666,531	16,695,399
Amount Sourced from Rates	89,256,330	89,486,923	89,206,584	(280,339)
Closing Funds	3,495,728	107,458,055	123,873,115	16,415,060
Net Cash on Hand				
Cash On Hand	5,928,176	9,706,417	11,482,751	1,776,334
Money Market Investments	89,850,328	169,365,392	173,723,342	4,357,950
Funds on Hand	95,778,504	179,071,809	185,206,093	6,134,284
Analysis of Funds on Hand				
Reserves	81,962,969	70,837,528	73,136,827	2,299,299
Provisions	12,753,523	12,918,981	10,011,990	(2,906,991)
General Funds	1,062,012	95,315,300	102,057,276	6,741,977
Funds on Hand	95,778,504	179,071,809	185,206,093	6,134,284

CITY OF PERTH

CURRENT POSITION AS AT THE END OF THE PERIOD 31 OCTOBER 2017

	Revised Budget 2017/18 \$	Budget YTD 31-Oct-17 \$	Actual YTD 31-Oct-17 \$	YTD Variance \$
Current Assets				
Cash and Cash Equivalents	5,928,176	9,706,417	11,482,751	1,776,334
Deposits and Prepayments	446,730	12,898,966	14,212,270	1,313,304
Money Market Investments - Municipal Funds	7,887,359	98,527,864	100,586,515	2,058,652
Money Market Investments - Restricted Funds	81,962,969	70,837,528	73,136,827	2,299,299
Trade and Other Receivables	10,710,035	27,956,944	27,397,805	(559,139)
Inventories	1,104,206	1,146,958	879,816	(267,142)
Total Current Assets	108,039,475	221,074,677	227,695,984	6,621,307
Current Liabilities				
Trade and Other Payables	20,677,575	28,522,372	30,151,742	1,629,370
Employee Entitlements	12,753,523	12,311,359	10,011,990	(2,299,369)
Provisions	655,467	607,622	534,300	(73,322)
Borrowings	7,487,847	7,487,847	7,263,557	(224,290)
Total Current Liabilities	41,574,412	48,929,200	47,961,589	(967,611)
Working Capital Position Brought Forward	66,465,063	172,145,477	179,734,395	7,588,918
Deduct Restricted Cash Holdings	(81,962,969)	(81,962,969)	(73,136,827)	8,826,142
Add Current Liabilities not expected to clear	12,753,523	10,011,990	10,011,990	0
Add Current Borrowings	7,487,847	7,263,557	7,263,557	0
Current Funds Position Brought Forward	4,743,464	107,458,055	123,873,115	16,415,060

EXPLANATORY NOTES – FINANCIAL ACTIVITY STATEMENT

BACKGROUND

- Regulation 34 of the Local Government (Financial Management) Regulations 1996 was amended effective from 1 July 2005.
- The amendment prescribes a monthly Financial Activity Statement (FAS) reporting the sources and application of funds, as set out in the Rate Setting Statement which is included in the Annual Budget.

PURPOSE

- The FAS reports the actual financial performance of the City in relation to its adopted budget, which has been structured on financial viability and sustainability principles.
- The FAS is intended to act as a guide to Council of the impact of financial activities and the reasons for major variances to the annual budget estimates.

PRESENTATION

- Regulation 34 prescribes the minimum detail to be included in the FAS. These are listed below.
 - Annual Budget estimates, and approved revisions to these, are to be included for comparison purposes.
 - Actual amounts of income and expenditure to the end of the month of the FAS.
 - Material variances between the comparable amounts and commentary on reasons for these.
 - The net current assets at the end of the month to which the FAS relates.
- An explanation of the composition of the net current assets at the end of the month to which the FAS relates; less committed and restricted assets.
- Councils are given the option of adopting a format which is considered most appropriate to their needs. These options are listed below.
 - According to nature and type classification,
 - by program, or
 - by business unit.
- It is recommended that while the information presented by cost objects (programs and activities) or by cost centres (business units) are useful for expense allocation and cost centre accountability purposes, they are less informative and difficult to comprehend in matters of disclosure and less effective in cost management and control.
- The FAS has therefore been presented in the format using nature and type classification as the most meaningful disclosure to the Council and public.

FORMAT

- The FAS is formatted to align with the Rate Setting Statement.
- The first part deals with operating income and expenditure, excluding rate revenue.
- The next classification is the amount spent on capital expenditure and debt repayments.
- The classification 'Financing Activities' provides a statement of sources of funds other than from operating or rates revenue, which are usually associated with capital expenditure.
- Attached to the FAS is a statement of 'Net Current Assets' for the budget and actual expenditure to the end of the month to which the FAS relates.
- Opening and closing funds represent the balance of 'Net Current Assets', not including any funds which are committed or restricted.
- "Committed assets" means revenue unspent but set aside under the annual budget for a specific purpose.
- "Restricted assets" means those assets the uses of which are restricted, wholly or partially, by regulations or other externally imposed requirements", e.g. reserves set aside for specific purposes.
- To avoid duplication in calculating 'Closing Funds on hand', certain balances, such as provisions and borrowings, are also deducted.
- The total Closing Funds on hand are to be taken into account when calculating the amount to be raised by rates each year.
- The classification "Net Cash on Hand" represents the balances of funds held in cash or invested and the analysis into those funds reserved, carried forward or remaining unspent at the end of the month to which the FAS relates.



CITY of PERTH

Financial Report

For the 4 months ended 31 October 2017

**CITY OF PERTH
MUNICIPAL**

**Statement of Comprehensive Income for the 4 months ended 31 October 2017
(By Program)**

	<i>Note</i>	Budget 2017/2018	Revised Budget YTD	Actual YTD 31/10/2017	YTD Variance	
OPERATING REVENUE		\$	\$	\$	\$	%
General Purpose Funding Rates		90,264,232	89,822,891	90,099,608	276,717	0.3%
General Purpose Funding Other		5,049,952	1,653,849	1,710,618	56,769	3.4%
Law, Order, Public Safety		53,534	26,431	42,834	16,403	62.1%
Health		788,100	746,500	950,056	203,556	27.3%
Education and Welfare		1,810,125	604,012	636,421	32,409	5.4%
Housing		1,078,000	359,333	258,241	(101,092)	-28.1%
Community Amenities		11,754,116	9,586,516	9,486,977	(99,539)	-1.0%
Recreation and Culture		1,488,764	344,366	439,952	95,586	27.8%
Transport		83,229,274	28,364,351	28,723,570	359,219	1.3%
Economic Services		727,275	385,828	667,895	282,067	73.1%
Other Property and Services		773,930	257,977	273,402	15,425	6.0%
Total Operating Income		197,017,302	132,152,054	133,289,574	1,137,520	0.9%
OPERATING EXPENDITURE						
Governance		7,904,924	2,596,276	2,567,364	28,912	1.1%
General Purpose Funding		2,109,852	775,976	782,782	(6,806)	-0.9%
Law, Order, Public Safety		5,674,719	1,892,444	2,007,203	(114,759)	-6.1%
Health		1,744,520	630,073	459,525	170,548	27.1%
Education and Welfare		3,738,514	1,268,292	1,251,519	16,773	1.3%
Housing		636,116	212,039	189,369	22,670	10.7%
Community Amenities		30,761,301	10,299,277	8,244,867	2,054,410	19.9%
Recreation and Culture		31,838,820	10,403,157	9,199,934	1,203,223	11.6%
Transport		81,611,822	27,071,585	25,782,197	1,289,388	4.8%
Economic Services		16,435,044	5,889,211	6,163,100	(273,889)	-4.7%
Other Property and Services		9,017,671	2,780,802	2,580,272	200,530	7.2%
Total Operating Expenditure		191,473,303	63,819,132	59,228,132	4,591,000	7.2%
NET FROM OPERATIONS		5,543,999	68,332,922	74,061,442	5,728,520	8.4%
GRANTS/CONTRIBUTIONS						
For the Development of Assets						
- General Purpose Funding		100,000	33,333	58,705	25,372	76.1%
- Law, Order, Public Safety		-	-	40,000	40,000	0.0%
- Recreation and Culture		150,000	50,000	42,800	-	0.0%
- Transport		1,025,000	608,333	596,012	(12,321)	-2.0%
Total Grants/Contributions		1,275,000	691,667	737,517	45,850	6.6%
DISPOSAL/WRITE OFF OF ASSETS						
Gain/(Loss) on Disposal of Assets	2	(1,664,126)	(931,817)	8,998	940,815	-101.0%
Change in net assets resulting from operations before significant items		5,154,873	68,092,772	74,807,957	6,715,185	9.9%
SIGNIFICANT ITEMS						
Distribution from TPRC		200,000	-	-	-	0.0%
Change in net assets resulting from operations after significant items		5,354,873	68,092,772	74,807,957	6,715,185	9.9%

**CITY OF PERTH
MUNICIPAL**

**Statement of Comprehensive Income for the 4 months ended 31 October 2017
(By Nature or Type)**

	<i>Note</i>	Budget 2017/2018	Revised Budget YTD	Actual YTD 31/10/2017	YTD Variance	
OPERATING REVENUE		\$	\$	\$	\$	%
Rates		89,256,330	89,486,923	89,206,584	(280,339)	-0.3%
Grants and Contributions for Non Capital Purposes		1,785,738	427,748	243,538	(184,210)	-43.1%
Donations and Reimbursements		421,783	132,928	127,217	(5,711)	-4.3%
Fees and Charges		99,524,414	40,095,082	41,215,652	1,120,570	2.8%
Interest and Investment Income		4,619,401	1,588,580	2,048,396	459,816	28.9%
Other Revenue		1,409,636	420,793	448,187	27,394	6.5%
Total Revenue from Operating Activities		197,017,302	132,152,054	133,289,574	1,137,520	0.9%
OPERATING EXPENDITURE						
Employee Costs		74,752,665	25,010,439	24,690,141	320,298	1.3%
Materials and Contracts		50,713,391	16,018,797	13,647,332	2,371,465	14.8%
Utilities		3,464,509	1,153,016	942,724	210,292	18.2%
Depreciation and Amortisation		33,534,089	11,184,911	10,531,418	653,493	5.8%
Interest		1,380,827	502,515	500,100	2,415	0.5%
Insurance		920,937	304,015	251,019	52,996	17.4%
Expenses Provision		915,726	305,242	367,574	(62,332)	-20.4%
Other Expenses from Ordinary Activities		25,791,159	9,340,197	8,297,824	1,042,373	11.2%
Total Expenses from Ordinary Activities		191,473,303	63,819,132	59,228,132	4,591,000	7.2%
Change in Net Assets from Ordinary Activities before Capital Amounts		5,543,999	68,332,922	74,061,442	5,728,520	8.4%
GRANTS/CONTRIBUTIONS						
Grants and Contributions- Capital		1,275,000	691,667	737,517	45,850	6.6%
NET OPERATING SURPLUS		6,818,999	69,024,589	74,798,959	5,774,370	8.4%
DISPOSAL/WRITE OFF OF ASSETS	2	(1,664,126)	(931,817)	8,998	940,815	-101.0%
SIGNIFICANT ITEMS						
Distribution from TPRC		200,000	-	-	-	0.0%
Change in net assets resulting from operations after capital amounts and significant items		5,354,873	68,092,772	74,807,957	6,715,186	9.9%

**CITY OF PERTH
MUNICIPAL**

Statement of Financial Position as at 31 October 2017

	Note	31/10/2017	30/06/2017
CURRENT ASSETS		\$	\$
Cash and Cash Equivalents	11	11,482,751	16,126,364
Deposits/Prepayments	4	14,212,270	1,835,306
Investments	3, 11	173,723,342	112,454,335
Trade and Other Receivables	5	12,971,289	10,276,048
Rates Receivable	1	14,426,516	323,913
Inventories		879,816	918,639
TOTAL CURRENT ASSETS		227,695,984	141,934,605
NON CURRENT ASSETS			
Investments	3	6,260,731	6,339,449
Trade and Other Receivables	5	53,853	46,356
Property, Plant and Equipment	8	732,775,338	738,190,386
Infrastructure	8	512,023,264	517,437,142
Capital Work in Progress	8	35,367,343	28,810,918
TOTAL NON CURRENT ASSETS		1,286,480,529	1,290,824,251
TOTAL ASSETS		1,514,176,513	1,432,758,856
CURRENT LIABILITIES			
Trade and Other Payables	6	30,151,742	20,929,628
Employee Benefits	7	10,011,990	9,917,287
Provisions	7	534,300	534,300
Loan Liability	9	7,263,557	6,423,187
TOTAL CURRENT LIABILITIES		47,961,589	37,804,402
NON CURRENT LIABILITIES			
Employee Benefits	7	1,616,251	1,616,251
Provisions	7	4,779,247	4,649,307
Loan Liability	9	19,454,317	23,131,742
TOTAL NON CURRENT LIABILITIES		25,849,815	29,397,300
TOTAL LIABILITIES		73,811,404	67,201,702
NET ASSETS		\$1,440,365,109	\$1,365,557,154
EQUITY			
Accumulated Surplus		751,820,197	659,485,259
Asset Revaluation Reserve	10	612,865,897	612,865,897
Reserves	10	75,679,015	93,205,998
TOTAL EQUITY		\$1,440,365,109	\$1,365,557,154

**CITY OF PERTH
MUNICIPAL**

Statement of Changes in Equity for the 4 months ended 31 October 2017

	Accumulated Surplus	Asset Revaluation Reserve	Cash Backed Reserves	Total Equity
	\$	\$	\$	\$
Balance at 1 July 2016	623,860,830	560,035,698	88,228,247	1,272,124,775
Change in net assets resulting from operations	93,432,380	-	-	93,432,380
Transfer to Cash Backed Reserves	(26,090,751)	-	26,090,751	-
Transfers to Asset Revaluation Reserve	(53,920,101)	53,920,101	-	-
Transfers from Asset Revaluation Reserve	1,089,903	(1,089,903)	-	-
Transfer from Cash Backed Reserves	21,113,000	-	(21,113,001)	-
Balance at 30 June 2017	\$659,485,259	\$612,865,897	\$93,205,998	\$1,365,557,154
	\$	\$	\$	\$
Balance at 1 July 2017	659,485,259	612,865,897	93,205,998	1,365,557,154
Change in net assets resulting from operations	74,807,957	-	-	74,807,957
Transfer to Cash Backed Reserves	(946,117)	-	946,117	-
Transfers to Asset Revaluation Reserve	-	-	-	-
Transfers from Asset Revaluation Reserve	-	-	-	-
Transfer from Cash Backed Reserves	18,473,101	-	(18,473,101)	-
Balance at the end of the reporting period	\$751,820,200	\$612,865,897	\$75,679,014	\$1,440,365,109

**CITY OF PERTH
MUNICIPAL**

Statement of Cash Flows for the 4 months ended 31 October 2017

	Note	Budget 2017/2018	YTD Actual 31/10/2017	YTD Variation
		\$	\$	\$ %
Cash Flows from Operating Activities				
Receipts				
Rates		89,228,696	71,825,618	(17,403,078) -19.5%
Fees and Charges		99,465,787	42,011,431	(57,454,356) -57.8%
Interest		4,619,401	1,745,890	(2,873,511) -62.2%
Other		1,209,636	542,388	(667,248) -55.2%
		194,523,520	116,125,327	(78,398,193) -40.3%
Payments				
Employee Costs		(73,748,183)	(25,607,616)	48,140,567 65.3%
Materials and Contracts		(49,982,742)	(13,479,777)	36,502,965 73.0%
Interest		(1,380,827)	(527,203)	853,624 61.8%
Other		(31,092,331)	(9,729,201)	21,363,130 68.7%
		(156,204,083)	(49,343,797)	106,860,286 68.4%
Net Cash Flows from Operating Activities	12	38,319,437	66,781,530	28,462,093 -74.3%
Cash Flows from Investing Activities				
Receipts				
Distribution from TPRC		200,000	-	(200,000) -100.0%
Proceeds from Disposal of Assets		801,800	306,506	(495,294) -61.8%
Proceeds from Disposal of Investments(Non Current)		-	78,718	78,718 0.0%
Payments				
Purchase Land and Buildings		(11,652,500)	-	11,652,500 -100.0%
Purchase Infrastructure Assets		(20,986,426)	-	20,986,426 -100.0%
Purchase Plant and Mobile Equipment		(15,100,443)	-	15,100,443 100.0%
Purchase Office Furniture and Equipment		(12,634,963)	-	12,634,963 -100.0%
Work in Progress		-	(8,718,373)	(8,718,373) 0.0%
		(60,374,332)	(8,718,373)	51,655,959 85.6%
Net Cash Flows from Investing Activities		(59,372,532)	(8,333,149)	51,039,383 86.0%
Cash Flows from Financing Activities				
Repayment of Borrowings		(6,423,186)	(2,837,055)	3,586,131 55.8%
		(6,423,186)	(2,837,055)	3,586,131 55.8%
Cash Flows from Government and Other Parties				
Receipts from Appropriations/Grants				
Recurrent		2,596,843	276,554	(2,320,289) -89.4%
Capital		1,275,000	737,517	(537,483) -42.2%
		3,871,843	1,014,071	(2,857,772) -73.8%
Net Increase (Decrease) in Cash Held		(23,604,437)	56,625,397	80,229,834 -339.9%
Cash at 1 July 2017		119,829,671	128,580,699	8,751,028 7.3%
Cash at 31 October 2017	11	96,225,234	185,206,093	88,980,859 92.5%

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Notes to the Balance Sheet for the 4 months ended 31 October 2017

1 Rates Receivable

	Actual YTD 31/10/2017	2016/17 YTD 31/10/2016
	\$	\$
Outstanding Amount at 30 June 2017	323,913	190,816
Rates Levied for the Year	89,323,207	87,774,659
Late Payment Penalties	78,175	96,890
Ex Gratia Rates	7,377	17,741
Rates Administration Fee	331,660	305,984
Back Rates	(123,999)	68,458
Bins Levy	272,930	232,149
	90,570,948	89,054,521
Amount Received during the Period	76,144,432	74,397,432
Outstanding Amount at 31 October 2017	\$14,426,516	\$14,657,089

2 Gain/(Loss) on Disposal/Write off of Assets

	Annual Budget	Actual YTD 31/10/2017
Infrastructure		
Proceeds on Disposal	-	-
Less: Carrying amount of assets written off	1,786,615	-
(Loss) on Write Off	(1,786,615)	-
Plant and Mobile Equipment		
Proceeds on Disposal	801,800	306,506
Less: Carrying amount of assets sold/written off	679,311	297,508
Profit on Disposal/Write Off	122,489	8,998
Gain/(Loss) on Disposal/Write off of Assets	(\$1,664,126)	\$ 8,998

3 Investments

Current	31/10/2017	30/06/2017
Short Term Cash Investments *	\$	\$
Call Funds	7,286,117	6,237,197
Bank/Term Deposits	161,500,000	101,500,000
Managed Funds	4,937,225	4,717,138
Total Current Investments	\$173,723,342	\$112,454,335

* Short Term Cash Investments as stated in Note 11.

Non Current Investments	31/10/2017	30/06/2017
	\$	\$
Mortgage Backed Securities (MBS)	2,542,187	2,589,685
	2,542,187	2,589,685
Equity in Local Government House	10,000	10,000
Equity in Mindarie Regional Council	444,132	444,132
Equity in Tamala Park Regional Council	3,264,412	3,295,632
	\$6,260,731	\$6,339,449

MUNICIPAL

Notes to the Balance Sheet for the 4 months ended 31 October 2017

4 Deposits/Prepayments

	31/10/2017	30/06/2017
	\$	\$
Prepaid Parking Bay Licence Fees	11,756,983	111,877
Other	1,784,285	1,723,429
	\$14,212,270	\$1,835,306

5 Trade And Other Receivables

	31/10/2017	30/06/2017
Current	\$	\$
Emergency Services Levy (ESL)	3,580,701	79,576
Accrued Interest and Investment Income	1,008,023	705,517
Accrued Income	1,740,608	3,173,250
Modified Penalties/Fines and Costs	7,925,224	7,859,984
Debtors - General		
Australian Taxation Office - GST Refundable	255,765	278,362
Other Debtors	2,214,107	1,850,146
	16,724,428	13,946,835
Less: Provision for Doubtful Debts	(3,753,139)	(3,670,787)
	\$12,971,289	\$10,276,048
Non Current		
Pensioners' Rates Deferred	53,853	46,356
	\$53,853	\$46,356

6 Trade And Other Payables

	31/10/2017	30/06/2017
Current	\$	\$
Trade Creditors	7,238,538	11,749,668
Emergency Services Levy	15,652,244	-
Interest Payable on Loans	129,344	156,447
Accrued Expenses - Operating	3,526,103	3,764,543
Accrued Expenses - Capital	488,148	2,650,096
Advances Received for Recoverable Works	103,117	73,846
Income Received / Raised in Advance	842,739	733,089
Other Creditors	2,171,509	1,801,939
	\$30,151,742	\$20,929,628

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Notes to the Balance Sheet for the 4 months ended 31 October 2017

7 Employee Benefits

	31/10/2017	30/06/2017
Current	\$	\$
Leave Entitlements		
Annual Leave	4,368,177	4,287,802
Self Funded Leave	171,623	155,276
Long Service Leave	5,357,387	5,350,808
Recognition of Employees- Presentations	114,803	123,401
	\$10,011,990	\$9,917,287
Non Current		
Annual Leave	383,359	383,359
Long Service Leave	1,232,892	1,232,892
	\$1,616,251	\$1,616,251

Provisions

	31/10/2017	30/06/2017
Current	\$	\$
Workers Compensation		
	534,300	534,300
	\$534,300	\$534,300
Non Current		
Provision for Equipment Replacement PCEC		
	4,779,247	4,649,307
	\$4,779,247	\$4,649,307

8 Property, Plant and Equipment and Work in Progress

	31/10/2017	30/06/2017
Land and Air Rights - at cost/fair value	\$	\$
Less: Accumulated Depreciation		
	419,968,891	419,968,891
	(7,784,882)	(7,561,377)
	412,184,009	412,407,514
Buildings - at fair value		
Less: Accumulated Depreciation		
	413,053,999	413,053,999
	(181,357,500)	(179,045,884)
	231,696,499	234,008,115
Improvements - at fair value		
Less: Accumulated Depreciation		
	45,619,000	45,619,000
	(1,035,411)	(773,529)
	44,583,589	44,845,471
Infrastructure Assets - at cost/fair value		
Less: Accumulated Depreciation		
	823,353,969	823,353,969
	(311,330,705)	(305,916,827)
	512,023,264	517,437,142
Plant and Mobile Equipment - at cost/fair value		
Less: Accumulated Depreciation		
	49,392,095	50,009,822
	(32,889,515)	(31,873,703)
	16,502,580	18,136,119
Office Furniture and Equipment - at cost/fair value		
Less: Accumulated Depreciation		
	46,358,543	46,358,543
	(19,345,153)	(18,360,647)
	27,013,390	27,997,896
Agricultural - at cost		
Less: Accumulated Depreciation		
	795,271	795,271
	-	-
	795,271	795,271
Property, Plant and Equipment		
	1,244,798,602	1,255,627,528
Work in Progress - at cost		
	35,367,343	28,810,918
	35,367,343	28,810,918
Total Property, Plant and Equipment and Work in Progress	\$1,280,165,945	\$1,284,438,446

MUNICIPAL

Notes to the Balance Sheet for the 4 months ended 31 October 2017

8 Property, Plant and Equipment and Work in Progress - Movement at Cost

	Balance 30/06/2017	Acquisitions Actual YTD 31/10/2017	Transfers Actual YTD 31/10/2017	Disposals/ Write off/ Actual YTD 31/10/2017	Revaluation Actual YTD 31/10/2017	Balance 31/10/2017
	\$	\$	\$	\$		\$
Land and Air Rights	419,968,891	-	-	-	-	419,968,891
Buildings	413,053,999	-	-	-	-	413,053,999
Improvements	45,619,000	-	-	-	-	45,619,000
Infrastructure Assets	823,353,969	-	-	-	-	823,353,969
Plant and Mobile Equipment	50,009,822	-	-	(617,727)	-	49,392,095
Office Furniture and Equipment	46,358,543	-	-	-	-	46,358,543
Agricultural	795,271	-	-	-	-	795,271
Work in Progress	28,810,918	6,556,425	-	-	-	35,367,343
	\$1,827,970,413	\$6,556,425	-	(617,727)	-	\$1,833,909,111

9 Loan Liability

	31/10/2017	30/06/2017
Current	\$	\$
Loans - Western Australian Treasury Corporation	7,263,557	6,423,187
Non Current		
Loans - Western Australian Treasury Corporation	19,454,317	23,131,742

10 Reserve Funds

Purpose of Reserve Fund	Balance 30/06/2017	Transfer from Accumulated Surplus	Transfer to Accumulated Surplus	Balance 31/10/2017
	\$	\$	\$	\$
Refuse Disposal and Treatment	3,638,248	41,846	(5,110)	3,674,984
Concert Hall - Refurbishment and Maint.	6,431,852	73,174	(145,277)	6,359,749
Asset Enhancement	28,849,413	326,000	(656,018)	28,519,395
Street Furniture Replacement	420,867	4,845	-	425,712
Parking Levy	17,680,824	7,926	(17,543,470)	145,280
Art Acquisition	399,511	4,409	(18,947)	384,973
Heritage Incentive	628,769	7,238	-	636,007
Parking Facilities Development	22,353,779	256,880	(104,278)	22,506,381
Employee Entitlements	1,823,030	20,986	-	1,844,016
David Jones Bridge	314,684	3,622	-	318,306
Bonus Plot Ratio	634,650	7,306	-	641,956
PCEC Fixed Plant Replacement	4,649,307	129,940	-	4,779,247
Enterprise and Initiative	4,974,072	57,259	-	5,031,331
Public Art	406,992	4,686	-	411,678
	93,205,998	946,117	(18,473,100)	75,679,015
* Asset Revaluation	612,865,897	-	-	612,865,897
	\$706,071,894	\$946,117	(\$18,473,100)	\$688,544,912

* The Asset Revaluation Reserve is a non cash backed reserve and cannot be used, except for adjustments to fixed assets on their revaluation, disposal or write off

MUNICIPAL

Notes to the Balance Sheet for the 4 months ended 31 October 2017

11 Cash Reconciliation

	31/10/2017	30/06/2017
Cash and Cash Equivalents	\$ 11,482,751	\$ 16,126,364
Short Term Cash Investments	173,723,342	112,454,335
	\$185,206,093	\$128,580,699

12 Reconciliation of Net Cash Provided By Operating Activities to Operating Surplus

	31/10/2017	30/06/2017
Change in Net Assets Resulting from Operations	\$ 74,807,957	\$ 5,838,060
Adjustment for items not involving the movement of Funds:		
Depreciation	10,531,418	34,855,597
Doubtful Debts	82,352	247,007
Non Capitalised Work in Progress	-	1,671,436
(Gain)/Loss on Disposal/Write off/Contribution of Assets	(8,998)	6,801,061
	85,412,729	49,413,161
Revenues Provided By :		
Government Grants	(1,014,071)	(4,638,186)
Contribution from Other Parties	-	-
Change in Operating Assets and Liabilities	(1,014,071)	(4,638,186)
Add Back		
Decrease in Inventories	38,823	97,584
Decrease in Trade and Other Receivables	-	1,262,728
Decrease in Accrued Income	1,432,642	-
Increase in Income Received /Raised in Advance	138,921	-
Increase in Accrued Expenses	-	1,471,437
Increase in Provisions	224,643	-
Increase in Trade and Other Payables	11,510,684	1,130,093
Deduct		
Decrease in Income Received /Raised in Advance	-	(241,730)
Decrease in Accrued Interest Payable	(27,103)	(43,401)
Increases in Deferred Debtors	(7,497)	(13,922)
Decrease in Provisions	-	(746,042)
Decrease in Accrued Expenses	(238,440)	-
Increase in Trade and Other Receivables	(18,010,332)	-
Increase in Prepayments	(12,376,964)	(588,323)
Increase in Accrued Income	-	(1,727,573)
Increase in Accrued Interest and Investment Income	(302,506)	(168,848)
	(17,617,131)	432,003
Net Cash Provided by Operating Activities	\$66,781,530	\$45,206,978

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Notes to the Balance Sheet for the 4 months ended 31 October 2017

13 Ratios

	31/10/2017	30/06/2017
1 Current Ratio		
<u>Current Assets minus Restricted Assets</u>		
Current Liabilities minus Liabilities associated with Restricted Assets	3.22	1.33
2 Debt Ratio		
<u>Total Liabilities</u>		
Total Assets	4.87%	4.69%
3 Debt Service Ratio		
<u>Debt Service Cost</u>		
Available Operating Revenue	2.50%	4.25%
4 Rate Coverage Ratio		
<u>Net Rate Revenue</u>		
Operating Revenue	67.60%	44.36%
5 Outstanding Rates Ratio		
<u>Rates Outstanding</u>		
Rates Collectable	15.93%	0.36%
6 Untied Cash to Unpaid Creditors Ratio		
<u>Untied Cash</u>		
Unpaid Trade Creditors	15.48	3.15
7 Gross Debt to Revenue Ratio		
<u>Gross Debt</u>		
Total Revenue	20.04%	14.70%
8 Gross Debt to Economically Realisable Assets Ratio		
<u>Gross Debt</u>		
Economically Realisable Assets	2.67%	3.23%

Restricted Assets includes reserve funds and tied contributions not utilised at 31.10.2017

**Agenda
Item 8.4**

Tender 54 – 17/18: Security – Static, Events and Associated Services

Recommendation:

That Council:

1. ***ACCEPTS the most suitable tender submission, being that submitted by Australasian Events Pty Ltd (trading as ACE Security and Event Services) for the supply of Security: Static, Events and Associated Services (Tender 54 -17/18 Parts A and B), for an initial period of 18 months with the option to extend for a further three years.***
2. ***NOTES that the expenditure on security services as detailed in Part 1, will be accommodated in various operational budgets, as and when required.***

FILE REFERENCE:	P1035039
REPORTING UNIT:	Marketing and Activation
RESPONSIBLE DIRECTORATE:	Economic Development and Activation
DATE:	27 November 2017
ATTACHMENT/S:	Confidential Attachment 8.4A – Price Evaluation Matrix Confidential Attachment 8.4B – Evaluation Matrix (Confidential Attachments distributed to Elected Members under separate cover)

Council Role:

- | | | |
|-------------------------------------|----------------|---|
| <input type="checkbox"/> | Advocacy | <i>When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.</i> |
| <input type="checkbox"/> | Executive | <i>The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.</i> |
| <input checked="" type="checkbox"/> | Legislative | <i>Includes adopting local laws, town planning schemes and policies.</i> |
| <input type="checkbox"/> | Quasi-Judicial | <i>When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (e.g. under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.</i> |
| <input type="checkbox"/> | Information | <i>For the Council/Committee to note.</i> |

Legislation / Strategic Plan / Policy:

Legislation	Section 3.57 of the <i>Local Government Act 1995</i> . Part 4, Division 2 of the <i>Local Government (Functions and General) Regulations 1996</i> .
Integrated Planning and Reporting Framework Implications	Strategic Community Plan Goal 1 A city for people
Policy	
Policy No and Name:	9.7 – Purchasing Policy

Purpose and Background:

Tender 54 – 17/18 was advertised on 11 October 2017 for Security: Static, Events and Associated Services. The period of the contract is for an initial period of 18 months with the option to extend for a further three years. The tender closed at 2.00pm, Thursday, 26 October 2017.

The contract provides for a range of security related services. These services include static security at the City of Perth Library and after hours' events and crowd control at Skyworks and other City of Perth staged events. In addition the contract includes security services for patrol and lock up at Council House, monitoring various sites/facilities fitted with alarms. It is intended that the monitoring of alarms will be included within this contract as and when any current agreements conclude.

The tender provided tenderers with the option to apply for the following components:

- a) Skyworks and other events.
- b) City of Perth Library.
- c) Lock Up Services / Patrol Council House.
- d) Alarm Monitoring Service and Response.

Details:

The City received nine submissions from the following organisations:

- Australasian Events Pty Ltd (trading as Ace Security and Event Services).
- AST Protective Services (trading as ASF Protective Services).
- Business Risks International (WA) Pty Ltd.
- Confido Security Pty Ltd.
- MA Services Group Pty Ltd (trading as MA Security Group).
- MCS Security Group.
- MSS Security Pty Ltd.
- Site Services Enterprises Pty Ltd.
- Threat Protect Australia Ltd.

The submissions were assessed against the following selection criteria outlined in the tender specification:

- Relevant experience and capacity.
- Demonstrated understanding and similar work.
- Quality controls.
- Service delivery.

The following information summarises the assessment of the submission.

Relevant Experience and Capacity

ACE Security and Event Services was established in 2008 and currently have six full time staff and between 500 and 600 licensed officers. Key personnel detailed are highly experienced. A very good response to the criteria.

ASF Protective Services was established in 2012 with 150 employees in WA. Key personnel details were lacking. A marginal response to the criteria.

Business Risks International have been operating in WA for 11 years, however, did not indicate staff or officer numbers to address capacity. Key personnel detailed with many years' experience. An adequate response to the criteria.

Confido Security is relatively new with 18 months experience in WA with 96 officers. There is concern for its ability to take on larger events such as Skyworks. A limited response to the criteria.

MA Security Group was established in 2011 with 50 staff based in WA. Key staff were detailed with experience. A marginal response to the criteria.

MCS Security Group has 12 years' experience in WA however provided limited information on relevant experience to the tender. A marginal response to the criteria.

MSS Security was established in 2002 and have access to 750 staff. Detailed information on experienced staff. A very good response.

Site Protective Services was established in 2011 while key personnel have 40 years' experience in the industry. An adequate response to the criteria.

Threat Protect have been in business for 17 years with 90 full time employees and can draw on 280 officers. Key personnel detail was included and experienced. A very good response to criteria.

Demonstrated Understand and Similar Work

ACE Security and Event Services detailed extensive contracts and experience in WA and listed all services provided. A very good response to the criteria.

ASF Protective Services provided minimal information in relation to understanding with limited event experience. A marginal response to criteria.

Business Risks International provided a broad understanding of works being the current Library provider but has limited experience of large events in WA. A marginal response to criteria.

Confido Security noted the requirement of family friendly event security and Library concierge but provided very brief information and experience. A limited response to the criteria.

MA Security Group did not demonstrate an understanding of the scope of work and provided an example of similar work in Victoria. A limited response to criteria.

MCS Security Group showed a limited understanding of the work required. Event experience was demonstrated through various examples. A marginal response to criteria.

MSS Security showed an understanding of needs for the City. Various experience was detailed across a range of areas, however event experience not as recent. An adequate response to the criteria.

Site Protective Services has provided security services for a range of venues and events and detailed examples of similar work. An adequate response to the criteria.

Threat Protect showed a very good understanding of what is required of the contract and listed a mix of major and minor events under a number of local government authorities. A very good response to the criteria.

Quality Controls

ACE Security and Event Services follow a set of standards as defined in ISO 9001 Quality Insurance Standards and have a rigorous employment selection process. A very good response to the criteria.

ASF Protective Services provided minimal information on quality control procedures and failed to provide contingency measures. A limited response to the criteria.

Business Risks International are quality management accredited and provided some contingency measures. An adequate response to the criteria.

Confido Security provided an example management plan with control procedures however didn't appear to have a clear quality management plan or accreditation in place. A limited response to the criteria.

MA Security Group included quality control procedures however contingency measures were not as clear. An adequate response to the criteria.

MCS Security Group has a quality management plan in place and some contingency measures. An adequate response to the criteria.

MSS Security has the ISO 9001:2008 quality accreditation with solid contingency plans. A very good response to the criteria.

Site Protective Services has a quality management manual and sufficient contingency plans in place. A very good response to the criteria.

Threat Protect operates under the ISO standards and systems with contingency measures in place. An adequate response to the criteria.

Service Delivery

ACE Security and Event Services addressed all areas of service delivery including a proposed service delivery model for City of Perth. A very good response to criteria.

ASF Protective Services provided only basic information and statements. A limited response to the criteria.

Business Risks International addressed all areas of service delivery. An adequate response to the criteria.

Confido Security provided minimal information on service delivery, providing an example risk management plan. A poor response to the criteria.

MA Security Group provided information on its service delivery across all areas. An adequate response to the criteria.

MCS Security Group addressed all areas of service delivery with sufficient processes and procedures. An adequate response to the criteria.

MSS Security detailed good processes and procedures across all areas of service delivery. A very good response to the criteria.

Site Protective Services addressed all areas of service delivery. An adequate response to the criteria.

Threat Protect provided information on procedures and processes for all areas of service delivery, some more detailed than others but overall comprehensive. A very good response to the criteria.

Financial Implications:

The below outlines the approximate costs in a financial year, as budgeted for in 2017/18:

ACCOUNT NO:	Various Marketing and Activation Budgets
BUDGETED AMOUNT:	\$451,354

ACCOUNT NO:	CL 60A8 3000 7245 (City of Perth Library)
BUDGETED AMOUNT:	\$132,400

All figures quoted in this report are exclusive of GST.

A price evaluation was conducted for all tenderers, which can be found in Confidential Attachment 8.4A.

Comments:

ACE Security and Event Services submitted for all parts of this tender however the City elects to accept Part A and Part B only. ACE Security and Event Services scored highest on the evaluation matrix based on its comprehensive responses to selection criteria and relevant experience. In addition, two references were checked with positive feedback received. The price evaluation resulted in ACE Security and Event Services being on par or slightly cheaper than the next closest tenderer on the evaluation matrix. ACE Security and Event Services whilst coming very close on the evaluation matrix to the next highest scoring tenderer, offers the relevant experience, the staff capacity to deliver, and the appropriate procedures and policies in place to provide a good service to City of Perth which is value for money.

CONFIDENTIAL ATTACHMENTS 8.4A – 8.4B
ITEM 8.4 – TENDER 54 – 17/18: SECURITY – STATIC, EVENTS AND
ASSOCIATED SERVICES

FOR THE FINANCE AND ADMINISTRATION COMMITTEE MEETING

12 DECEMBER 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER

**Agenda
Item 8.5**

Reallocation of Capital Works Budget – Customer Service

Recommendation:

That Council, in accordance with Section 6.8 (1a) of the Local Government Act 1995, APPROVES, BY AN ABSOLUTE MAJORITY the reallocation of \$300,000 from the CW2195 Customer Experience Centre and CRM capital works budget to the Refurbishment of Ground Floor.

FILE REFERENCE: P1034573
 REPORTING UNIT: Customer Service
 RESPONSIBLE DIRECTORATE: Community and Commercial Services
 DATE: 29 November 17
 ATTACHMENT/S: Attachment 8.5A – Interior Mock Up

Council Role:

- | | | |
|-------------------------------------|----------------|---|
| <input type="checkbox"/> | Advocacy | <i>When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.</i> |
| <input checked="" type="checkbox"/> | Executive | <i>The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.</i> |
| <input type="checkbox"/> | Legislative | <i>Includes adopting local laws, town planning schemes and policies</i> |
| <input type="checkbox"/> | Quasi-Judicial | <i>When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (e.g. under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.</i> |
| <input type="checkbox"/> | Information | <i>For the Council/Committee to note.</i> |

Legislation / Strategic Plan / Policy:

Legislation Section 6.8 (1a) of the *Local Government Act 1995*

**Integrated Planning and
Reporting Framework
Implications**

Strategic Community Plan

Goal 8 A City that delivers for its community

Policy

Policy No and Name: 9.6 - Budget Variations

Purpose and Background:

The Customer Experience Centre and Customer Relationship Management System (CRM) Capital Works Budget (CW2195) was budgeted to include the re-location of Customer Service Officers to a Customer Experience Centre on level five, as well as developing the Microsoft Dynamics CRM to Pilot Phase.

The initial budget was estimated based on three phases of development of the CRM, the first phase was for Customer Service (pilot), the second on integration and the third on expansion to other officers across the City. During the first phase of development, the Information Technology Unit has engaged a consultant to report on and provide a business case for an Enterprise Resource Planning (ERP) solution.

Based on the outcomes and recommendations of this review, the CRM Pilot has been modified to realign with the direction of the ERP. The pilot development and subsequent work for the post-pilot phase (January – June 2018) has been specifically assessed and mapped out based on the limited impact to the chosen ERP solution.

It has been determined to hold phases two and three until June 2018, where an indication about the future state could be provided and CRM development mapped to align with this strategy.

All current development in pilot phase will deliver business value from both a customer and employee perspective. It will ensure that there is a flexible, agile and robust solution moving forward and demonstrates a considered and planned approach to the systems review.

For this reason, it is recommended that there is a reallocation of \$300,000 budget to develop the Ground Floor in advance of the 2018/19 projections, so three key projects can be delivered by the Customer Service Project team ahead of schedule (CRM, Customer Experience Centre and Ground Floor Renovations).

Details:

Phase one

The recent refurbishment of level five Council House has created call centre style seating for the Customer Service Officers within the Community and Commercial Directorate. The Officers from Customer Service 'hot desk' on level five and divide time between level five and the ground floor front counter and Concierge desk.

The current design of the Customer Service counter on Ground Floor does not promote a positive customer experience, with the Officers located behind the front counter and the customer needing to ring a bell for service.

The Ground Floor Refurbishment Architect Drawings (Attachment 8.5A), shows the initial proposed design of the Ground Floor. The current Front Counter and Concierge desk will be demolished and replaced with a round desk to the east of the foyer. The circular design has been chosen to provide flow through the building, enabling the centre point (Concierge) to be reallocated without impacting the customer experience, as it combines both the Customer Service Officers and Concierge.

The new design creates the following benefits:

- Visitors and Customers can be served in the one location.
- Staff can provide support to each other to ensure the highest standard of service.
- Increased security as all officers have a visual of the Ground Floor.
- Officers and Concierge will be visible to the public at all times.
- Elevators will be better monitored to ensure effective and easy access.

The current Contact Centre will be demolished and removed, enabling the City to use this space for art displays and/or a business centre in the interim.

A review of this area will occur in 2018/19 to determine the most appropriate use of this space into the future.

Financial Implications:

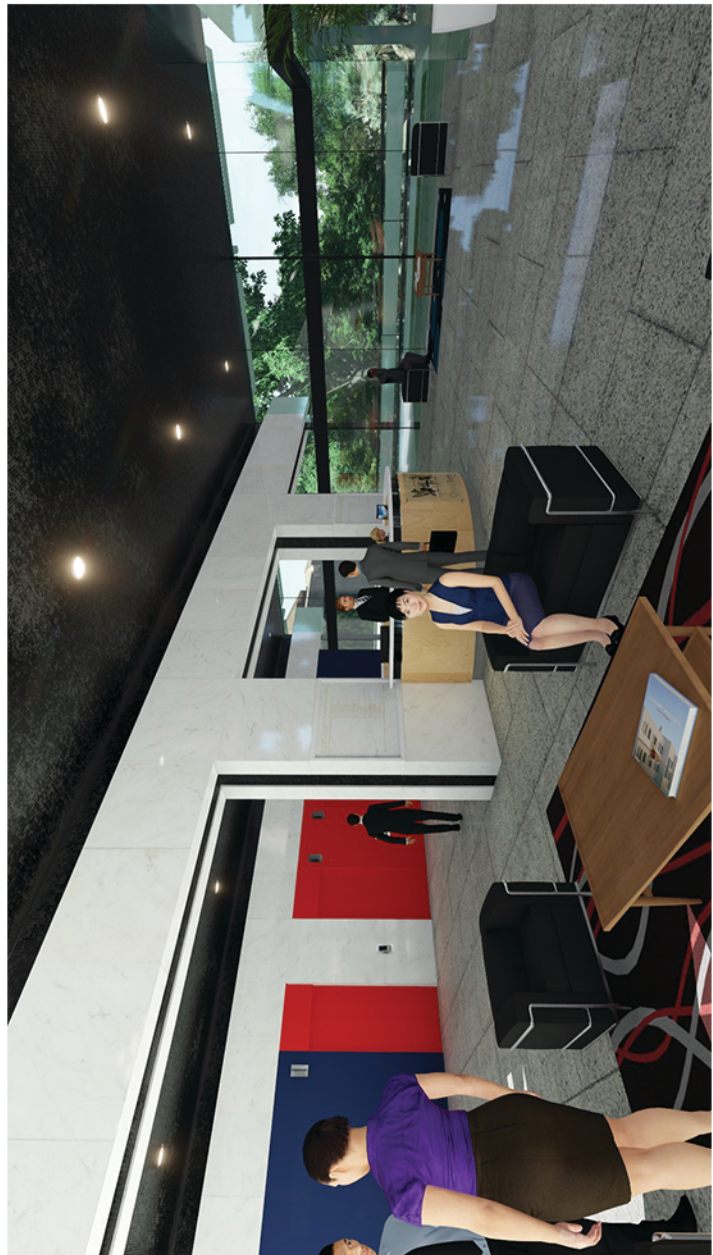
ACCOUNT NO:	CW2195
BUDGET ITEM:	Contact Centre and CRM Project
BUDGETED AMOUNT:	\$700,000
AMOUNT SPENT TO DATE:	\$250,000 (approx. committed)
PROPOSED COST:	\$300,000
BALANCE REMAINING:	\$150,000
ANNUAL MAINTENANCE:	NIL
ESTIMATED WHOLE OF LIFE COST:	N/A

All figures quoted in this report are exclusive of GST.

Comments:

The Refurbishment of Ground Floor was a future project planned for inclusion in the 2018/19 budget. By reprioritising the Ground Floor Refurbishment to be completed in the 2017/18 financial year, the City can continue to drive an enhanced customer experience.

ATTACHMENT 8.5A



**Agenda
Item 8.6**

**Preservation of Public Open Space – Development of Joint Trust
for Land Adjacent to JH Abrahams Reserve**

Recommendation:

That Council BY AN ABSOLUTE MAJORITY, AUTHORISES the Chief Executive Officer to execute the attached Deed of Agreement (Confidential Attachment 8.6C) between the City of Perth and the City of Subiaco requiring the City of Perth to pay to the City of Subiaco an amount of \$500,000.

FILE REFERENCE:	P1032585#04-03
REPORTING UNIT:	Governance
RESPONSIBLE DIRECTORATE:	Office of the CEO
DATE:	4 December 2017
ATTACHMENT/S:	Confidential Attachment 8.6A – Joint Legal Advice to the City of Subiaco and City of Perth Attachment 8.6B – Copy of Bruce Family Trust Deed Confidential Attachment 8.6C – Proposed Deed of Agreement between City of Perth and City of Subiaco Attachment 8.6D – Location of Trust Land within reserve (Confidential Attachments distributed to Elected Members under separate cover)

Council Role:

- | | | |
|-------------------------------------|----------------|---|
| <input type="checkbox"/> | Advocacy | <i>When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.</i> |
| <input checked="" type="checkbox"/> | Executive | <i>The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.</i> |
| <input type="checkbox"/> | Legislative | <i>Includes adopting local laws, town planning schemes and policies.</i> |
| <input type="checkbox"/> | Quasi-Judicial | <i>When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (e.g. under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.</i> |
| <input type="checkbox"/> | Information | <i>For the Council/Committee to note.</i> |

Legislation / Strategic Plan / Policy:**Legislation**Section 19 of the *City of Perth Act 2016***Integrated Planning and
Reporting Framework
Implications****Strategic Community Plan**

Goal 7 An open and engaged city

Goal 8 A city that delivers for its community

Policy

Policy No and Name:

15.2 – Protection and Enhancement of Open Space

Purpose and Background:

At its Ordinary Council Meeting held on **31 May 2017**, Council considered the implementation of the *City of Perth Act 2016*, in relation to the Bruce Family Trust ('Trust'), following the extension of the boundary of the City of Perth to incorporate parts of the City of Subiaco and City of Nedlands.

Through the due diligence processes commissioned by the City of Perth it was identified that portions of land adjacent JH Abrahams Reserve operate under the Trust with the sole Trustee being the City of Subiaco.

The purpose of the Trust is *"To secure an open area of reserve under the control of [the Municipality of Subiaco referred to as the Council] for the use and enjoyment of all time, of all persons within the municipality of Subiaco"*.

The City of Perth's initial position was that the Trust should be fully transferred to the City of Perth. Following discussions between both administrations it became clearly evident that both Local Governments are committed to the preservation of this public open space and that an agreed solution would be to hold the land in Joint Trust (with both the City of Subiaco and City of Perth holding equal responsibility for the land).

Matter of Ex Gratia Payment

The City of Perth in discussion with the City of Subiaco had agreed to an ex gratia payment of \$500,000 to the City of Subiaco. This ex gratia payment was conditional of Council approval as the Chief Executive Officer has no authority to approve, or commit, to such a payment.

The purpose of the ex gratia payment is to recognise the administrative costs to the City of Subiaco in regards to the transitional arrangements. Furthermore, it was to recognise the completion of the transitional arrangements.

The City of Subiaco raised an invoice against the City of Perth based on no agreement being reached; therefore the City of Perth does not believe an Ex Gratia Payment of \$500,000 can be considered outstanding.

At the request of the Minister for Local Government; Heritage; Culture and the Arts, representatives from the City of Perth and City of Subiaco agreed to meet again to resolve the matter in good faith.

Details:

On 26 September 2017, representatives from the City of Perth met with representatives from the City of Subiaco to discuss a resolution to the issues addressed by their respective Councils. At this meeting, the City of Perth gave an undertaking to draft an Agreement requiring the Parties to act in good faith to execute all necessary documents for a Joint Trust to be created, whereby, on execution of the Agreement, the City of Perth would pay to the City of Subiaco \$500,000. Confidential Attachment 8.6C reflects the undertaking made by the City of Perth on 26 September 2017.

At its Ordinary Council Meeting held on 28 November 2017, the City of Subiaco resolved:

“That Council authorise the CEO to execute the attached Deed between the City of Perth and City of Subiaco that requires both Parties will act in good faith, cooperate, and do everything reasonably necessary to arrange for the Development of a Joint Trustee relationship between Perth and Subiaco for the Crawley Land the subject of the Bruce Family Trust.”

Financial Implications:

ACCOUNT NO:	42B26000-7919
BUDGET ITEM:	Executive Support Contributions
BUDGETED AMOUNT:	\$500,000
AMOUNT SPENT TO DATE:	\$ 0
PROPOSED COST:	\$500,000
BALANCE REMAINING:	\$ 0

All figures quoted in this report are exclusive of GST.

Comments:

To the adjoining residents and visitors to the Bruce Family Trust Land, this land would be seen as an integral part of the wider JH Abrahams Reserve. Given that the City of Subiaco boundary is now 2.5kms from the Trust Land, it is logical from an operational perspective for the City of Perth to maintain the land, enforce local laws and ensure its overall management in conjunction with JH Abrahams Reserve. As it will be in Joint Trust all future decisions on the land would be subject to agreement by both Councils.

As addressed in Confidential Attachment 8.6A, the decision to accept a Joint Trustee proposal rests with the Attorney General initially, and ultimately, the Supreme Court. The execution of the proposed Deed of Agreement and payment of the \$500,000 from the City of Perth to the City of Subiaco does not guarantee that the Parties will become Joint Trustees of the Bruce Family Trust Land but all parties must act in good faith in order to achieve the said outcome.

**CONFIDENTIAL ATTACHMENT 8.6A
ITEM 8.6 – PRESERVATION OF PUBLIC OPEN SPACE –
DEVELOPMENT OF JOINT TRUST FOR LAND ADJACENT TO JH
ABRAHAMS RESERVE**

FOR THE FINANCE AND ADMINISTRATION COMMITTEE MEETING

12 DECEMBER 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER



Caveat forbidding Registration of any Change in Proprietorship
or any Dealing with Estate or Interest.

To the Registrar of Titles.

(a) Insert name, residence,
profession, trade or occu-
pation of caveator.

TAKE NOTICE that I, ~~ALFRED EARLE BURT~~ of Perth in the State of
Western Australia Registrar of Titles

(b) Specify the estate or
interest claimed.

to protect the trusts as declared by DECLARATION OF TRUST dated
the 19th February 1909 in ALL THOSE pieces of land being portions
of SWAN LOCATIONS 86 and 123 and being LOTS 1, 2, 3 and 793 on
deposited plan No 2948 portion of the land comprised in Certificate
of Title Volume 432 Folio 171

now 438/127.

(c) Insert name of registered
proprietor.

standing in the Register Book in the Name of ⁽¹⁾ THE MAYOR and COUNCILLORS of the
~~City of Subiaco~~
Municipality of SUBIACO

(d) Amend as the case may
require, either absolutely
or until after notice of
any intended registra-
tion or registered dealing
be given to me at the
address hereinafter men-
tioned, or unless such
instrument be expressed
to be subject to my
claim.

to forbid the registration of any person as transferee or proprietor of, and of any
instrument affecting the said estate or interest absolutely ⁽²⁾

(e) Insert some address or
place within the present
limits of the city of Perth.

I appoint ⁽³⁾ the Land Titles Office Cathedral Avenue Perth

as the place at which notices and proceedings relating to this caveat may be served.

Dated this Second day of March
One thousand nine hundred and nine

(f) To be signed here by the
caveator or his agent.

Signed in the presence of

[4/17/17.]

George Barnett
Titles Office
Perth

(g)

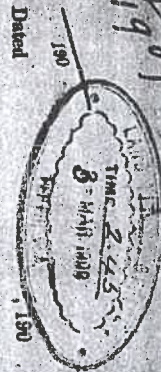
Alfred Burt
Registrar of Titles.

171

Dated

190

190



Causes forbidding Registration of any
change in Proprietorship.

Lodged by

against

At the Landgate

1909

Lodged at 2.45 o'clock this 2nd

day of

March

1909

at the Landgate

Register of Titles

Noted in Register Book

Recd of Mts

This Indenture made on the 19th February, 1909 between Edward Bruce of Felkestone, England, Gentleman (hereinafter called the Grantor which term includes his personal representatives) of the one part and the Mayor and Councillors of the Municipality of Subiaco (hereinafter called the Council) of the other part whereas the Grantor is the registered proprietor of Swan Locations 122 123 140 of portions of Swan Locations 86 and 268 being the new transferred portion of the land comprised in Certificate of Title Volume 104 Folio 98 known as the Nedlands Park Estate and is by transfer of even date transferred to the said Council so much of the said estate as is comprised in Lots 1 2 3 and 793 on deposited Plan 2948 and whereas the consideration for the said transfer was the execution by the Council of an agreement dated the 7th day of August, 1907 and made between the parties hereto and the object for which the said land was so transferred was to secure an open area of reserve under the control of the said Council for the use and enjoyment for all time of all persons within the Municipality of Subiaco and whereas it is desirable to set forth the trusts and conditions upon which the said land was so transferred and is now held by the Council now this indenture witnesseth that the parties mutually covenant and declare as follows :-

(2)

- The Council
- (1) The said land so transferred shall be vested in and held by the said Council as a reserve and recreation ground under the Municipal Corporations Act 1906 or any act amending same and be subject to all By laws and regulations for the time being made and published by the Council in relation thereto provided that no such By laws or regulations shall discriminate between any class or description of persons using or desiring to use the said land for recreation purposes.
 - (2) The Council shall not lease or let the said land or any part thereof but shall at all times retain the exclusive possession management and control thereof.
 - (3) The owners and occupiers for the time being of the subdivisional lots on the said plan abutting upon the said Lot 793 shall at all time have free access to and from the foreshore over the said last-mentioned Lot.
 - (4) The Council shall not build or erect any erection or structure upon the said Lot 793 of a height exceeding thirty feet nor except as in the paragraph provided interfere with the right of access in the last preceding paragraph referred to. Any building or structure under this clause shall not be placed closer than 25 feet to the boundary line of the said subdivisional lots abutting on Lot 793.

(3)

- 5) The Council shall keep the said land and all buildings or erections thereon in good order and condition and properly cleaned and attended to.
- (6) The Council shall not commit or permit on the said land any act or thing likely to become or be a nuisance damage or annoyance or injury to the grantor or any person or persons among leasing or occupying any of the said Estate.
- (7) These presents may be enforced against the Council by any person who for the time being is lessee occupant or owner of the said Estate or any part thereof and for such purposes such person shall be deemed beneficiary under and entitled to the benefits of this instrument.
- (8) The grantor or the Register of Titles may lodge a Caveat against the Certificate of Title of this land to protect these presents.

In witness whereof etc.

signed Edward Bruce.

signed Shirley White Mayor.

Alex Rankin Town Clerk.

H.E. May Councillor.

and declare as follows :-

**CONFIDENTIAL ATTACHMENT 8.6C
ITEM 8.6 – PRESERVATION OF PUBLIC OPEN SPACE –
DEVELOPMENT OF JOINT TRUST FOR LAND ADJACENT TO JH
ABRAHAMS RESERVE**

FOR THE FINANCE AND ADMINISTRATION COMMITTEE MEETING

12 DECEMBER 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER



**Agenda
Item 8.7**

CP12.6 Staff – Local Government Employees – Senior Employees

Recommendation:

That Council AMENDS Council Policy 12.6 – “Staff – Local Government Employees – Senior Employees” to remove the positions of Manager Finance, Manager Development Approvals, and Manager Coordination and Design (as detailed in Attachment 8.7A) for the purpose of designating senior employees in accordance with section 5.37(1) of the Local Government Act 1995.

FILE REFERENCE:	P1029377
REPORTING UNIT:	Governance
RESPONSIBLE DIRECTORATE:	Office of the CEO
DATE:	4 December 2017
ATTACHMENT/S:	Attachment 8.7A - CP12.6 Staff – Local Government Employees – Senior Employees (with proposed changes)

Council Role:

- | | | |
|-------------------------------------|----------------|---|
| <input type="checkbox"/> | Advocacy | <i>When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.</i> |
| <input type="checkbox"/> | Executive | <i>The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.</i> |
| <input checked="" type="checkbox"/> | Legislative | <i>Includes adopting local laws, town planning schemes and policies.</i> |
| <input type="checkbox"/> | Quasi-Judicial | <i>When the Council determines an application/matter that directly affects a person’s right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (e.g. under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.</i> |
| <input type="checkbox"/> | Information | <i>For the Council/Committee to note.</i> |

Legislation / Strategic Plan / Policy:

Legislation	Section 5.37 of the <i>Local Government Act 1995</i> .
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Integrated Planning and Reporting Framework Implications	Strategic Community Plan Goal 8 A city that delivers for its community
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Policy

Policy No and Name: CP12.6- Staff – Local Government Employees – Senior Employees

Purpose and Background:

At the Ordinary Council Meeting held on **21 November 2017**, several Elected Members questioned whether it was appropriate for the Council to continue to confirm the Chief Executive Officer's appointment of designated Managers employed by the City of Perth. The Manager Governance provided a commitment to Council to investigate this issue.

Details:

Local Government Act 1995

The *Local Government Act 1995* (Act) provides in section 5.37:

- 1) A local government may designate employees or persons belonging to a class of employee to be senior employees.*
- 2) The CEO is to inform the council of each proposal to employ or dismiss a senior employee, other than a senior employee referred to in section 5.39(1a), and the council may accept or reject the CEO's recommendation but if the council rejects a recommendation, it is to inform the CEO of the reasons for its doing so.*

Section 5.39(1a) of the Act provides:

- a) An employee may act in the position of a CEO or a senior employee for a term not exceeding one year without a written contract for the position in which he or she is acting; and*
- b) A person may be employed by a local government as a senior employee for a term not exceeding 3 months, during any 2 year period, without a written contract.*

It is important to note that Council consideration is limited to the CEO's recommendation to employ or dismiss a Senior Employee but has no role in the extension of a Senior Employee's term beyond that of their first term of appointment.

CP12.6 Staff – Local Government Employees – Senior Employees

CP 12.6 outlines the employees that are designated as senior employees for the purposes of section 5.37(1) of the Act.

Paragraph 7 of the Policy Statement designates the following employees as senior employees:

- a) All Directors;
- b) Manager Finance;
- c) Manager Development Approvals; and
- d) Manager Coordination & Design.

Review of Other Western Australian Local Governments

Below is a list of metropolitan band 1 (as defined in the Salaries and Allowances Tribunal determination, 11 April 2017) local governments and the employees that they have designated as senior employees as per section 5.37 of the Act.

Local Government	Designated Senior Employees
City of Joondalup	The City's directors are designated as senior employees for the purposes of section 5.37 of the Act.
City of Vincent*	The positions of "Director" are determined to be Senior Employee for the purposes of the Act.
City of Bayswater	There are no senior employees who are designated senior employees for the City.
City of Swan	The four Executive Managers are designated as 'senior employees'.
City of Melville	<ul style="list-style-type: none"> • Director Corporate Services; • Director Community Development; • Director Technical Services; and • Director Urban Planning.
City of Wanneroo	The position of Director has been designated as a senior employee in accordance with section 5.37(1) of the Act.
City of Fremantle	<p>Council designates all officers filling the position of Director for a period of six months or longer as senior employees.</p> <p>The Council will be informed of any proposal to employ a senior employee through a report to Council.</p>
City of Gosnells	<ul style="list-style-type: none"> • Director Governance; • Director Corporate Services; • Director Planning and Sustainability; • Director Infrastructure; and • Director Community Engagement.
City of Stirling	Employees classified as Directors are senior employees.

*Note – City of Vincent is a band 2 local government.

No managers have been designated as senior employees in the abovementioned local governments.

Victoria

Section 3(1) of the *Local Government Act 1989* defines a senior officer as:

- the Chief Executive Officer;*
- a member of Council Staff who has management responsibilities and reports directly to the Chief Executive Officer;*
- any other member of Council staff whose total remuneration exceeds \$124 000 or a higher threshold amount specified by the Minister in accordance with section 97B.*

Section 94B Restrictions concerning the appointment of senior officers, provides:

- 1) *A Chief Executive Officer may only appoint a person to be a senior officer after she or he has invited applications for the position in a notice in a newspaper circulating generally throughout Victoria and has considered all applications received by her or him that comply with the conditions specified in the notice.*
- 2) *Subsection (1) does not apply if a Chief Executive Officer appoints a person to fill a senior officer's position on an acting basis for a period of not more than 12 months.*
- 3) *A Chief Executive Officer must ensure that a person who has filled a senior officer's position on an acting basis for 12 months is not remunerated in any way for anything the person does in respect of that position after that 12 month period (unless the person is appointed after the Chief Executive Officer has complied with subsection (1)).*

Section 94C Employment principles states:

A Council must establish employment processes that will ensure that –

- a) Employment decisions are based on merit;*
- b) Employees are treated fairly and reasonably;*
- c) Equal employment opportunity is provided;*
- d) Employees have a reasonable avenue of redress against unfair or unreasonable treatment.*

Victorian legislation differs from the Western Australian Act as it does not provide a local government with the ability to designate a senior officer. Instead, the *Local Government Act 1989* defines these positions.

New South Wales

Section 337 of the *Local Government Act 1993* states that:

"The general manager may appoint or dismiss senior staff only after consultation with the council."

Senior staff of a council means the general manager of the council and the holders of all other positions identified in the council's organisation structure as senior staff positions.

The City of Sydney's organisation structure and senior executive is comprised of the Chief Executive Officer and the heads of the following units:

- Chief Finance Office;
- Chief Operating Office;
- City Engagement;
- City Life;
- City Operations;
- City Planning, Development and Transport;
- City Projects and Property;
- Legal and Governance; and
- Workforce and Information Services.

The City of Sydney has identified only members of the senior executive as senior staff.

Financial Implications:

There are additional costs in having a position classified as a Senior Employee, this includes a requirement to advertise the position statewide in printed media. These costs as well as the extension in the recruitment processing time can be in the order of \$5,000.

Comments:

Council's current policy is not in keeping with the industry and is recommended to be amended to remove the three management positions. It is to be noted that all Directors will continue to remain designated senior employees under this proposal.



Council Policy Manual

CP12.6 Staff - Local Government Employees – Senior Employees

POLICY OBJECTIVE

To :

1. determine those employees that are considered to be suitably qualified to act in the position of Chief Executive Officer (Section 5.36(2)(b) of the Local Government Act 1995);
2. determine how the position of Chief Executive Officer will be filled on an acting basis as required; and
3. determine those employees that are designated as senior employees for the purposes of Section 5.37(1) of the Local Government Act 1995.

POLICY STATEMENT

1. In accordance with Section 5.36(2)(b) of the Local Government Act 1995, all Directors employed by the City are considered to be suitably qualified to act in the position of Chief Executive Officer.
2. Where the Chief Executive Officer is to be absent from work, or at work but interstate or overseas, for a period in excess of five consecutive working days, one of the City's Directors shall be appointed to act in the position of Chief Executive Officer .
3. Where the period of absence of the Chief Executive Officer is for a period exceeding five consecutive days but not greater than four consecutive weeks, the Chief Executive Officer shall be authorised to appoint one of the City's Directors to act in the position of Chief Executive Officer.
4. Where the period of absence of the Chief Executive Officer is for a period exceeding four consecutive weeks, the Council, on advice from the Chief Executive Officer, shall determine which Director it wishes to appoint to act in the position of Chief Executive Officer.
5. Where the Chief Executive Officer appoints a Director to act in the position of Chief Executive Officer in accordance with point 3 above, each Director shall be provided with equitable opportunity to act in the role. To this extent, the opportunity to act



Council Policy Manual

CP12.6 Staff - Local Government Employees – Senior Employees

in the position of Chief Executive Officer shall be rotated as equitably as possible between the Directors.

6. Where the Chief Executive Officer appoints a Director to act in the position of Chief Executive Officer in accordance with point 3 above, the Chief Executive Officer is to advise all Elected Members in writing of which Director has been appointed and the period to which the appointment relates.
7. ~~The following positions~~Directors are designated as senior employees for the purposes of Section 5.37(1) of the Local Government Act 1995:
 - ~~a. All Directors;~~
 - ~~b. Manager Finance;~~
 - ~~c. Manager Development Approvals; and~~
 - ~~d. Manager Coordination & Design.~~

Document Control Box									
Document Responsibilities:									
Custodian Unit:		Governance							
Decision Maker:		Council							
Compliance Requirements:									
Legislation:		Sections 5.37 and 5.36 of the <i>Local Government Act 1995</i>							
Industry:		n/a							
Organisational:		n/a							
Document Management:									
Risk Rating:		Medium	Review Frequency:		Two years	Next Due:		2017	TRIM Ref: 75522/04
Version #	Decision Reference:		Synopsis:						
1.	OCM 16/02/2010 (88/10)		Previously Policy No. 12.6 – Staff – Senior Employees – Selection, Appointment and Dismissal)						
2.	OCM 03/02/15 (36/15)		Update to Senior Employee titles						
3.	Admin update 10/08/15		Update to Senior Employee titles – 7c and d						

**Agenda Item 8.8 Emergency Management Strategic Plan 2017-2020 and
Emergency Management Arrangements**

Recommendation:

That Council ENDORSES:

- 1. the Draft Emergency Management Strategic Plan 2017-2021 as detailed in Attachment 8.8A; and***
- 2. the City of Perth Emergency Management Arrangements as detailed in this report.***

FILE REFERENCE:	P1014177-5
REPORTING UNIT:	Community Amenity and Safety
RESPONSIBLE DIRECTORATE:	Community and Commercial Services
DATE:	27 November 2017
ATTACHMENT/S:	Attachment 8.8A – Draft Emergency Management Strategic Plan 2017-2021 Attachment 8.8B - General Plan 2017 Attachment 8.8C – Local Recovery Plan 2017

Council Role:

- | | | |
|-------------------------------------|----------------|---|
| <input type="checkbox"/> | Advocacy | <i>When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.</i> |
| <input checked="" type="checkbox"/> | Executive | <i>The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.</i> |
| <input type="checkbox"/> | Legislative | <i>Includes adopting local laws, town planning schemes and policies.</i> |
| <input type="checkbox"/> | Quasi-Judicial | <i>When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (e.g. under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.</i> |
| <input type="checkbox"/> | Information | <i>For the Council/Committee to note.</i> |

Legislation / Strategic Plan / Policy:

Legislation

Section 41(1) of the *Emergency Management Act 2005*.

Integrated Planning and Reporting Framework Implications

Strategic Community Plan
Goal 1 A city for people

Policy

Policy No and Name: N/A

Purpose and Background:

The City of Perth has developed a Draft Emergency Management Strategic Plan 2017-2021 as the overarching document for all other Emergency Management Plans and arrangements for the City. The arrangements completed to date include:

- General Plan 2017;
- Local Recovery Plan 2017; and
- Local Welfare Plan 2017.

Council endorsement of the Draft Emergency Management Strategic Plan and accompanying General and Local Recovery Plans, will ensure the City meets its legislative responsibilities under the *Emergency Management Act 2005* and demonstrate to the community the City's commitment and preparedness for emergencies.

A full review of the City of Perth's Emergency Management Arrangements (2008) has been undertaken which considered changes to the city, such as the expanded City of Perth boundaries. In conjunction with this activity, a gap analysis was undertaken to identify all of the City Emergency Management responsibilities.

The City of Perth's Draft Emergency Management Strategic Plan 2017-2021 has been developed as the overarching document for the Emergency Management Arrangements for the coming four years and will direct ongoing actions. Under the *Emergency Management Act 2005*, Local Governments are required to have clearly identified and documented arrangements which are consistent with the State emergency management policies and State emergency management plans.

Details:

The Draft Emergency Management Strategic Plan 2017-2021 (Attachment 8.8A) is the overarching document for all other Emergency Management arrangements for the City. The plans (arrangements) completed to date and accompanying this report are the General Plan 2017 (Attachment 8.8B) and the Local Recovery Plan 2017 (Attachment 8.8C).

The Local Welfare Plan 2017 is developed and managed by the Department of Communities supports these arrangements. The Animal Welfare Plan is currently being drafted.

Discussions are underway with the Office of Emergency Management and the emergency services responsible for evacuation, regarding review and update of the Perth CBD Management of People Plan. A risk identification and assessment has recently been completed for the top five hazards for the City, which will lead to the development of the Emergency Risk Management Plan 2017 later this year.

The Draft Emergency Management Strategic Plan focuses on the four key areas of Emergency Management – Prevention, Preparation, Response and Recovery, with research and evaluation the supporting pillar. Objectives and measures for each of these areas have been identified and priorities identified in the Gap Analysis have been included for action.

In order to facilitate the City's obligations, the arrangements have been reviewed by the Local Emergency Management Committee (LEMC) and the District Emergency Management Committee (DEMC). The final documents have been endorsed by the State Emergency Management Committee (SEMC) and are submitted to Council for information.

Financial Implications:

The implementation of the Draft Emergency Management Strategic Plan 2017-2021 and actions pertaining to prevention, preparation, response and recovery will form part of the Community Amenity and Safety Operational Budget. This does not include the \$20,000 included in the Community Services budget for the Lord Mayor's Distress Relief Fund.

Major events or incidents would require additional budget decisions by Council.

Comments:

The attached Draft Emergency Management Strategy 2017 – 2020 and supporting plans ensure a focused and proactive approach to managing emergency situations and reducing the impact of emergency events on the community. Endorsement by Council of these plans will support the ongoing work by the Community Safety and Amenity Unit and its partners, to improve the City of Perth and its community emergency preparedness and response.



City of Perth

Emergency Management Strategic Plan

2017 - 2021



June 2017

Contents

Foreword	3
1. Introduction	5
1.1 Why develop an Emergency Management Strategic Plan?	5
1.2 Structure of the Strategic Plan	6
Glossary of Terms	7
Acronyms	10
2. Background	11
2.1 The City of Perth's role in Emergency Management	11
2.2 The importance of Emergency Management Planning	13
2.3 Community Profile	14
3. Guiding Principles	16
4. Focus Areas	17
4.1. Prevention	18
4.2 Preparedness	19
4.3 Response	20
4.4 Recovery	22
Emergency Management Strategy 2017 – 2021 Objectives and Measures	24
5. Delivery	26

References

- (1) Ferguson E. Report of the Special Inquiry into the January 2016 Waroona Fire.
- (2) Commonwealth of Australia 2011. National Strategy for Disaster Resilience Pg IV.
- (3) State Emergency Management Committee WA. Emergency Preparedness Report, 2016.
- (4) ABS ERP 2016

Foreword

The threat of a disaster affecting the City of Perth is ever present as is the need to be prepared for natural and man-made events, response and recovery. This Emergency Management Strategic Plan is the overarching document for all other Emergency Management plans and arrangements for the City of Perth Western Australia's capital city.

The number of supporting plans and arrangements that have or are being developed, demonstrate the City of Perth's commitment to its community of residents, businesses and visitors and the statutory requirements under the Emergency Management Act 2005.

The development and ongoing review of the Emergency Management arrangements, training and education of key agencies and the community is dependent on the Local Emergency Management Committee (LEMC) working together. The regular meetings and collaboration that occur between the LEMC members clearly illustrates that responding to hazards and emergency events, and minimising harm is everyone's responsibility.

Thank you to the following agencies and personnel for their ongoing commitment to the LEMC and a safer and more resilient City of Perth.

- WA Police
- Office of Emergency Management
- Botanic Gardens and Parks Authority
- Department of Fire & Emergency Services
- Public Transport Authority
- Royal Perth Hospital, Sir Charles Gairdner and Perth Children's Hospital
- Water Corporation
- Department of Communities
- Mainroads
- ATCO Gas
- Western Power
- Australian Red Cross
- University of Western Australia (UWA)
- Metropolitan Redevelopment Authority (MRA)

Along with the above agencies, the City of Perth looks forward to engaging with others including adjoining Local Governments, education institutions, businesses and residents in the delivery of the Emergency Management Strategic Plan.

Rebecca Moore

Chair, City of Perth LEMC
Director, Community & Commercial Services



1. Introduction

1.1

Why develop an Emergency Management Strategic Plan?

The purpose of the Emergency Management (EM) Strategic Plan is to:

- Coordinate emergency management activities for the City of Perth (CoP) and demonstrate how emergency management plans link together;
- To strengthen local capacity and capability, and build community resilience in response to emergencies.
- Outline priorities and other areas for consideration in emergency management for the City of Perth.

The City of Perth has developed the Emergency Management Strategic Plan for 2017 – 2021 in consultation with the Local Emergency Management Committee (LEMC).

Following the expansion of the CoP boundaries in July 2016, and with major new developments including Elizabeth Quay and Perth City Link underway, a full review of emergency management plans has been undertaken. This suite of plans includes;

- Local Response Plan,
- Management of People Plan,
- Welfare Plan, and
- Local Recovery Plan.

In addition, emergency management plans for specific events that attract large crowds of people to the city, are developed to identify and mitigate risks and prepare for response if an emergency does take place.

These plans identify actions, procedures and specific responsibilities for agencies and local government to support immediate, effective and efficient responses. Whilst the plans are critical, emergency management preparation is an ongoing process and requires risk analysis, the inclusion of regular review and update of plans, training and exercises, community education, development of procedures and policies, and regular meetings between stakeholders to maximise collaboration. Likewise, business continuity planning for the City of Perth, government and private businesses is also essential as incidents that may not be emergencies, but severely impact on operations such as disruption of power, water and communications supply, also require consideration.

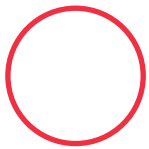
This is the first Emergency Management Strategic Plan developed for the City of Perth. It seeks to include this wider range of actions along with the many specific plans, into this one overarching document. In so doing, it aims to demonstrate to the community and stakeholders that the City actions its responsibilities in a professional and proactive manner. Ultimately the prevention of emergencies and their associated impact on people, property and the sustainability of the city is what the City of Perth, stakeholders and the community seek.

1.2

Structure of the Strategic Plan

The Emergency Management Strategic Plan 2017–2021 follows a similar structure to other City of Perth informing strategies in establishing focus areas and objectives. These are supported by a number of more detailed and specific plans with clear responsibilities and actions. Objectives are identified for the focus areas and a range of actions to achieve

these are detailed in the LEMC annual work plan. The LEMC Work Plan is revised annually to ensure individual plans to mitigate risk, respond to emergency events and recover from these if and when they occur, are current and responsive to changing conditions in the City of Perth and surrounds.



Focus Areas: There are 4 Focus Areas in the Emergency Management Strategic Plan that capture the major themes that our work will be structured around over the coming years. Figure 4.



Objectives: There are several objectives within each Focus Area, which articulate our approach and priorities. Table 1.



Actions: Corresponding with each Objective is a series of actions that specify what we will do, when and who we will partner with to achieve them. These are detailed in the LEMC Annual Work Plan



Glossary of Terms

This is not a full glossary of terms for emergency management. Only those terms used for the Emergency Management Strategic Plan will be listed. For a full list of terms please refer to the State Emergency Management Glossary located at www.oem.wa.gov.au

TERMS	MEANING
Combat Agency	A combat agency prescribed under subsection (1) of the Emergency Management Act 2005 is to be a public authority or other person who or which, because of the agency's functions under any written law or specialized knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.
Command	The direction of members and resources of an organisation in the performance of the organisation's role and tasks. Authority to command is established in legislation or by agreement with an organisation. Command relates to organisations and operates vertically within an organisation. See also control and coordination .
Control	The overall direction of emergency management activities in an emergency situation. Authority for control is established in legislation or in an emergency plan, and carries with it the responsibility for tasking and coordinating other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations. See also command and coordination .
Control Centre	See emergency operations centre .
Controlling Agency	An agency nominated to control the response activities to a specified type of emergency.
Coordination	The bringing together of organisations and elements to ensure an effective response, primarily concerned with the systematic acquisition and application of resources (organisation, manpower and equipment) in accordance with the requirements imposed by the threat or impact of an emergency. Coordination relates primarily to resources, and operates, vertically, within an organisation, as a function of the authority to command, and horizontally, across organisations, as a function of the authority to control. See also control and command .
District Emergency Management Committee	A district emergency management committee established under section 31(1) of the Emergency Management Act 2005.
Emergency	The occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that it requires a significant and coordinated response (s.3 EM Act).

TERMS	MEANING
Emergency Coordination Centre	A facility established to coordinate and organize emergency provision of services. See also emergency operations centre .
Emergency Management	The management of the adverse effects of an emergency including: <ul style="list-style-type: none"> • prevention – the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency; • preparedness – preparation for response to an emergency; • response – the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery; and • recovery – the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.
Emergency Operations Centre	A facility, either static or mobile, from which the total operation or aspects of the operation are managed. A facility established to control and coordinate the response and support to an incident or emergency.
Emergency Risk Management	A systematic process which contributes to the wellbeing of communities and the environment. The process considers the likely effects of hazardous events and the controls by which they can be minimised.
Evacuation Centre	A centre that provides affected people with basic human needs including accommodation, food and water. In addition, to enhance the recovery process, other welfare/recovery services should also be provided.
Hazard	An event, situation or condition that can cause or resulting in loss of life, prejudice to the safety, or harm to the health of persons or animals; or destruction of, or damage to property or any part of the environment and is defined in the <i>Emergency Management Act 2005</i> or prescribed in the Emergency Management Regulations 2006.
Hazard Management Agency	A public authority, or other person, prescribed by the Emergency Management Regulations 2006 to be a hazard management agency for emergency management, or an aspect of emergency management, of a hazard.
Incident	The occurrence or imminent occurrence of a hazard. See also emergency .
Incident Area	The area defined by the Incident Controller for which they have responsibility for the overall management and control of an incident.
Incident Management Team	A group of incident management personnel comprising the incident controller, and the personnel he or she appoints to be responsible for the functions of operations, planning and logistics. The team headed by the incident controller which is responsible for the overall control of the incident.

TERMS	MEANING
Incident Support Group	A group of agency/organisation liaison officers convened and chaired by the HMA to provide agency specific expert advice and support in relation to operational response to the emergency
Local Emergency Coordinator	The person appointed by the State Emergency Coordinator to provide advice and support to their local emergency management committee in the development and maintenance of emergency management arrangements, assist hazard management agencies in the provision of a coordinated response during an emergency in the district and carry out other emergency management functions under the direction of the State Emergency Coordinator.
Local Emergency Management Committee	A local emergency management committee established under section 38 of the <i>Emergency Management Act 2005</i> .
Operational Area	the area defined by the Operational Area Manager for which they have overall responsibility for the strategic management of an emergency. This area may include one or more Incident Areas.
Operations Area Support Group	a group of agency/organisation liaison officers convened and Operational Area Manager to provide agency specific expert advice and support in relation to strategic management of the emergency.
Preparedness	Preparation for response to an emergency.
Risk	<p>A concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.</p> <ul style="list-style-type: none"> • The chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood. • A measure of harm, considering the consequences of an event and its likelihood. For example, it may be expressed as the likelihood of death to an exposed individual over a given period. • Expected losses (of lives, persons injured, property damaged, and economic activity disrupted) due to a hazard for a given area and reference period. Based on mathematical calculations, risk is the product of hazard and vulnerability.
State Emergency Management Committee	Committee established under section 13 of the <i>Emergency Management Act 2005</i> .
Support Organisation	A public authority or other person who or which, because of the agency's functions under any written law or specialized knowledge, expertise and resources is responsible for providing support functions in relation to that agency.

Acronyms

General acronyms that are used in the City of Perth Emergency Management Plans.

SHORT NAME	FULL NAME
AIIMS	Australasian Inter-Service Incident Management System
BOM	Bureau of Meteorology
CA	Controlling Agency
CEO	Chief Executive Officer
CICT	Critical Incident Control Team
COP	City of Perth
DEMC	District Emergency Management Committee
DFES	Department of Fire and Emergency Services
DC	Department of Communities
DOT	Department of Transport
ECC	Emergency Coordination Centre
EM	Emergency Management
EMP	Emergency Management Plan
ERM	Emergency Risk Management
HMA	Hazard Management Agency
ISG	Incident Support Group
BGPA	Botanic Gardens and Parks Authority
LEC	Local Emergency Coordinator
LEMC	Local Emergency Management Committee
LG	Local Government
LRC	Local Recovery Coordinator
LRCG	Local Recovery Coordinating Group
NGO	Non-Government Organisation
OAM	Operations Area Manager
OASG	Operations Area Support Group
OEM	Office of Emergency Management
PPRR	Prevention, Preparedness, Response and Recovery
SO	Support Organisation
SECG	State Emergency Coordination Group
SEMC	State Emergency Management Committee
SEWS	Standard Emergency Warning Signal
WAPOL	Western Australian Police Service

2. Background

2.1

The City of Perth's role in Emergency Management

Local government plays an essential role in emergency management with a focus in preparedness and recovery. Within contemporary research, local government is perceived to be the most effective element within the emergency management sector.

The City of Perth plays a key role in assessing risks, identifying vulnerabilities and providing essential resources for its community to be prepared for, and facilitate recovery from, an emergency. Emergency management is a major responsibility for local government as they have a detailed knowledge and are the closest level of government to the community. Partnerships and collaboration are essential because of the complex nature of emergency management.

Local government can easily work within a collaborative approach in emergency management as this model is the basis of the community development and engagement methods they use to work within their communities, on a range of issues.

The City of Perth will respond to its' responsibilities under the *Emergency Management Act 2005* (EM Act) with the development of this Emergency Management Strategy Plan for 2017 – 2021. The

development of the Emergency Management Strategic Plan seeks to protect and keep the city and its occupants safe. In so doing, the City of Perth seeks to be a leader in local government emergency management.

The City of Perth has an established Local Emergency Management Committee (LEMC), as required under Section 38(1) of the *Emergency Management Act 2005* (EM Act). The LEMC is a non-operational committee and is established to support the local government plan and prepare for emergency management purposes.

The emergency management governance structure (committees) works in conjunction with the emergency management arrangements (coordination) as seen in Figures 1 and 2 on the following page.

The LEMC ensures the CoP has adequately planned and prepared for emergency management to support the relevant Hazard Management, Controlling and Combat agencies response to an emergency within their local government. The relationship between coordination and planning is depicted in Figure 2 on the following page.

State Emergency Management Governance Structure
(including committees)

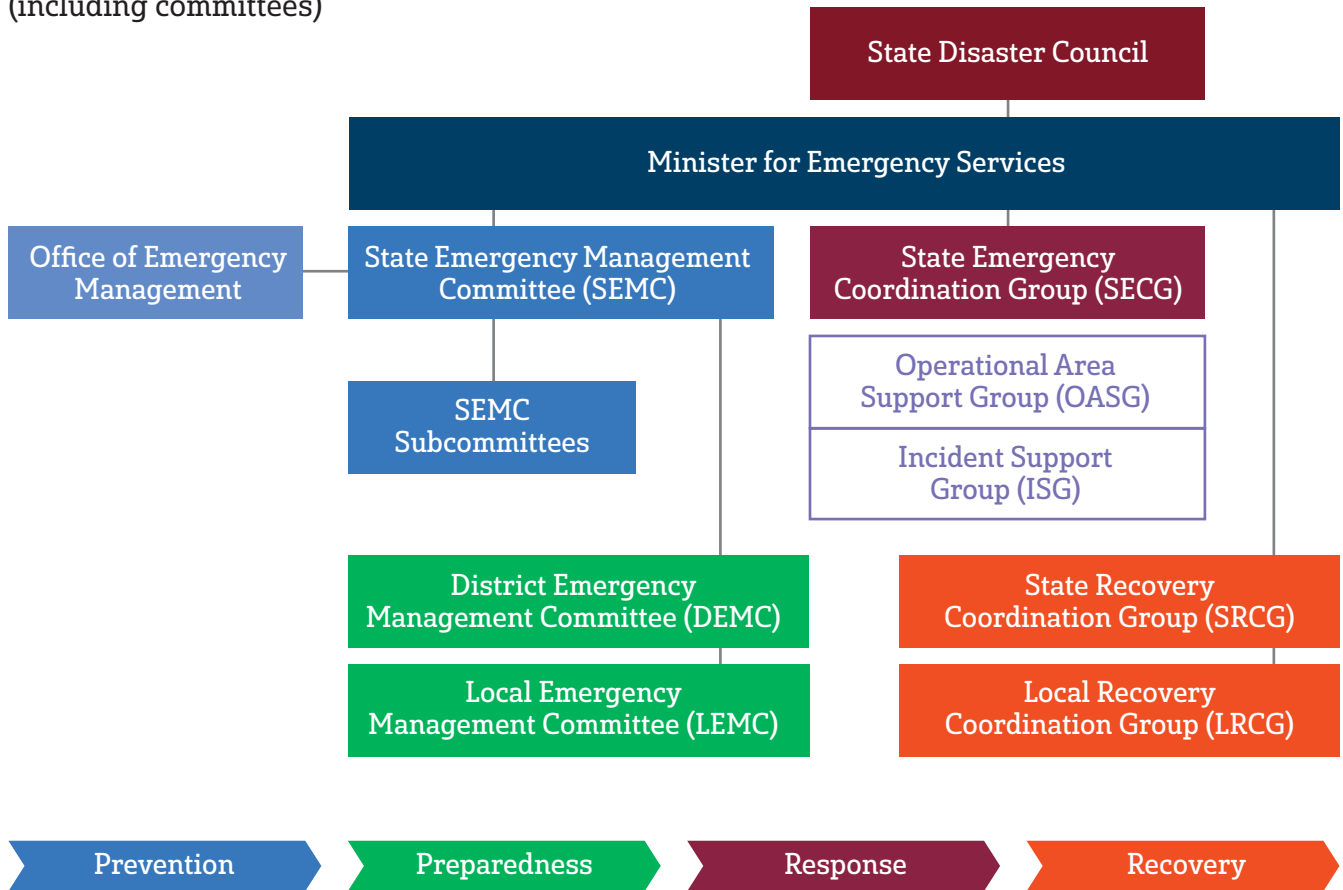


Figure 1: Emergency management governance and arrangements working together.

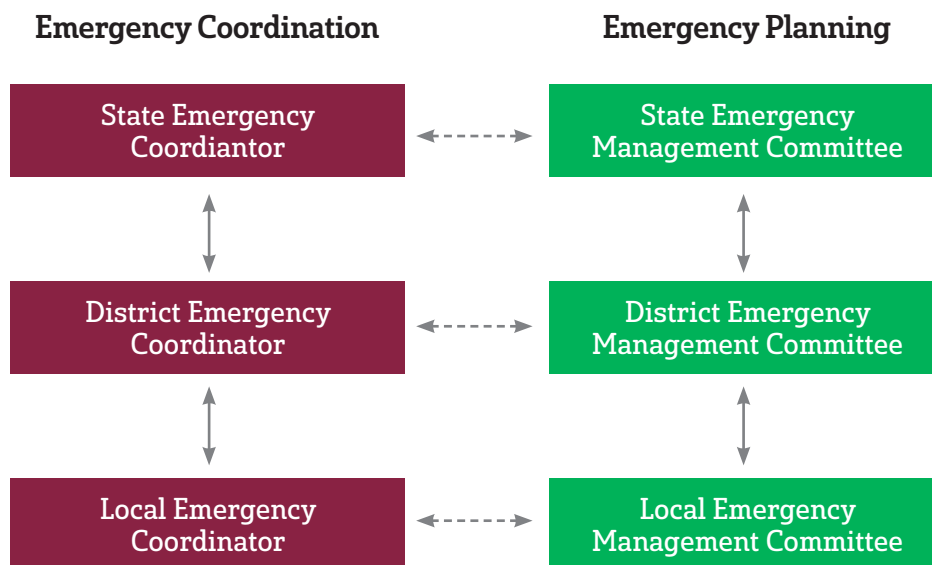


Figure 2: Relationship between emergency coordination and emergency planning.
Courtesy of Office of Emergency Management.

2.2

The importance of Emergency Management Planning

Planning is crucial to emergency management and this planning must be based on sound research and evaluation. Whilst the development of specific emergency management arrangements are consistent with State planning and recommendations, research of hazards and the unique needs of the City of Perth and its community as a capital city, are also important considerations in the development of this Emergency Management Strategic Plan.

Likewise determining what gaps exist in our planning and addressing these is also important in the process. Evaluation and update of plans to meet current needs completes the cycle in the quality process.

Without such detail, the ability of agencies to respond is diminished and the impact of the emergency on life, property and the community can be far greater than it would be if appropriate planning had been undertaken and kept up to date.

Following a number of major bushfire events in Western Australia in recent years, including those in the Perth Hills, Waroona and Harvey bush fires in 2016, evaluations of response and the impact of these events have been undertaken. Whilst the CoP is not immune to the impact of bushfires, with Kings Park located in the middle of the municipality, there are lessons to be learnt from these events.

The Ferguson Report clearly stated *“There is a strong argument that the state needs to readjust expenditure away from fire response and recovery, towards a greater investment in prevention and fuel hazard management. This includes investing more in the education, resilience and readiness of local communities and individual citizens.”*⁽¹⁾

Incorporation of disaster resilience principles into all aspects of the Emergency Management Strategic Plan will place people and the community as the central focus of all actions.

The National Strategy for Disaster Resilience 2011 articulates the essential role of resilient communities which *“...are required to enhance Australia’s capacity to withstand and recover from emergencies and disasters. A disaster resilient community is one that works together to understand and manage the risks that it confronts. Disaster resilience is the collective responsibility of all sectors of society, including all levels of government, business, the non-government sector and individuals.”*⁽²⁾

Whilst the CoP is faced with some unique hazards in comparison with the hills and regional WA, the need to better plan and prepare for our local risks cannot be understated. This is reinforced by the SEMC State Risk Management Program which commenced in 2013⁽³⁾. Since this time the Regional Risk assessment has been undertaken and the metropolitan areas including the CoP, now need to conduct similar assessments and focus mitigation on priority risks in the coming years.

An Emergency Management Gap Analysis has already been completed to identify priorities for the City and its resource allocation.

In the City of Perth Emergency Management Strategic Plan the five contemporary strategic emergency management aspirations: Research, Risk Management, Readiness, Response and Recovery, provide direction for four key focus areas with objectives and measures. The objectives and measures can be found in Table 1.

2.3

Community Profile

The City of Perth is the capital city local government in WA and is the business, transport, cultural and entertainment hub of the metropolitan area. As the home of the State Government and its key departments, the city has a diversity of economic activities including business administration, retail, health and education. In addition it has large evening entertainment and event areas, tourism and public spaces including Kings Park and Swan River and is distinctive in terms of its highly urban character.

The City of Perth is 19.3km² and encompasses the Central Business District (CBD), Northbridge, Kings Park, East and West Perth, Crawley, the University of Western Australia (UWA) and the eastern part of Nedlands including QEII Medical Centre.

It is bounded by the Swan River on the east and south borders, the City of Vincent to the north and cities of Nedlands and Subiaco to the west. 41 per cent of the City is public open space and there are 96 kilometres of roads.

As the capital city, Perth is central to transport infrastructure with Perth Station as the central hub for rail lines from Armadale, Midland, Mandurah, Joondalup, Fremantle and Midland. Claisebrook in East Perth, McIver and City West stations are also located in the City of Perth. In addition, Elizabeth Quay Bus Port and Perth Bus Station at City Link, and Elizabeth Quay ferry terminal service commuters. Barrack St Jetty is a visitor hub.

The Kwinana and Mitchell freeways cross to the west of the CBD, the Causeway and Windan Bridge at the east and Northbridge Tunnel near its northern border.

The current estimated population for the City of Perth is 26,893⁽⁴⁾ residents (housed) with over 300 rough sleeping homeless people. There is 9,144 dwellings. The total number of residents, workers and visitors in the city daily is estimated at 205,750. This includes 133,000 workers, 53,000 visitors and 14,000 students daily.

The City of Perth and other organisations conduct many public and private events within the council's boundaries. These events, including Australia Day Skyworks and ANZAC Day.

Perth International Arts and Fringe Festivals, pageants and parades have risk management plans developed by or in consultation with the City of Perth.

Localities

Perth CBD – Predominantly high density commercial and residential. Hotels, hospitals and facilities that attract large populations include Perth Station, Elizabeth Quay, Perth Busport and Perth Arena.

Northbridge – Predominantly a night entertainment district, with medium and high density housing. It contains pockets of older, single dwellings, offices, retail, the Cultural Centre and Central TAFE campus.

Kings Park and Botanic Gardens – Approximately 400 hectares, of which two-thirds is natural bush and the rest parkland, gardens, playgrounds and paths. This includes the scarp and Mount Eliza. High density housing towers boarder the park at the top of the scarp and the edge of Mounts Bay Road.



Figure 3: City of Perth boundaries

East Perth—Mix of medium and high density housing with pockets of older, single dwellings including offices and retail. It includes large public open spaces next to the river, including Claisebrook, Wellington Square, the WACA ground and Gloucester Park Trotting Track.

West Perth – Mix of medium and high density housing with pockets of older, single dwellings including offices and retail, predominantly at Watertown, and the WA House of Parliament.

Crawley – Includes the University of Western Australia (UWA) campus and six residential colleges. Homes include a mix of high density towers at the base of Kings Park, and older single dwellings plus a small commercial area.

Nedlands – The areas east of Hampden Road and Broadway are part of the City of Perth. This includes the QEII Medical Centre and Perth Children's Hospital. Mix of mostly older, single dwellings and some offices and retail.



3. Guiding Principles

The Emergency Management Strategic Plan has been developed with a number of guiding principles. These include:

- The City of Perth will use sound research including practices and experience from other jurisdictions, to develop contemporary and best practice emergency management strategies, focus and outcomes.
- The City of Perth will underpin all emergency management practice with risk management principles in accordance with the City of Perth Risk Management Framework, which is aligned to the national risk management standard AS/NZS ISO 31,000: 2009 (Principles and Guidelines).
- Actions identified to achieve objectives will be based on resilience principles and seek community wide education and involvement.
- A cooperative approach will be maintained across government agencies, local government and the community to improve the effectiveness and implementation of strategies. New partnerships will be developed as need and opportunities emerge.
- Actions and activities developed will take into account policies of the City of Perth, State and Federal Governments.
- All agencies are encouraged to consider the range of community needs when developing strategies, plans and exercises in the city eg. people with disabilities, ages, culturally and linguistically diverse (CaLD).
- The plans will be monitored and reviewed annually for progress and ensure the documents remain current and relevant to changed conditions.

4. Focus Areas

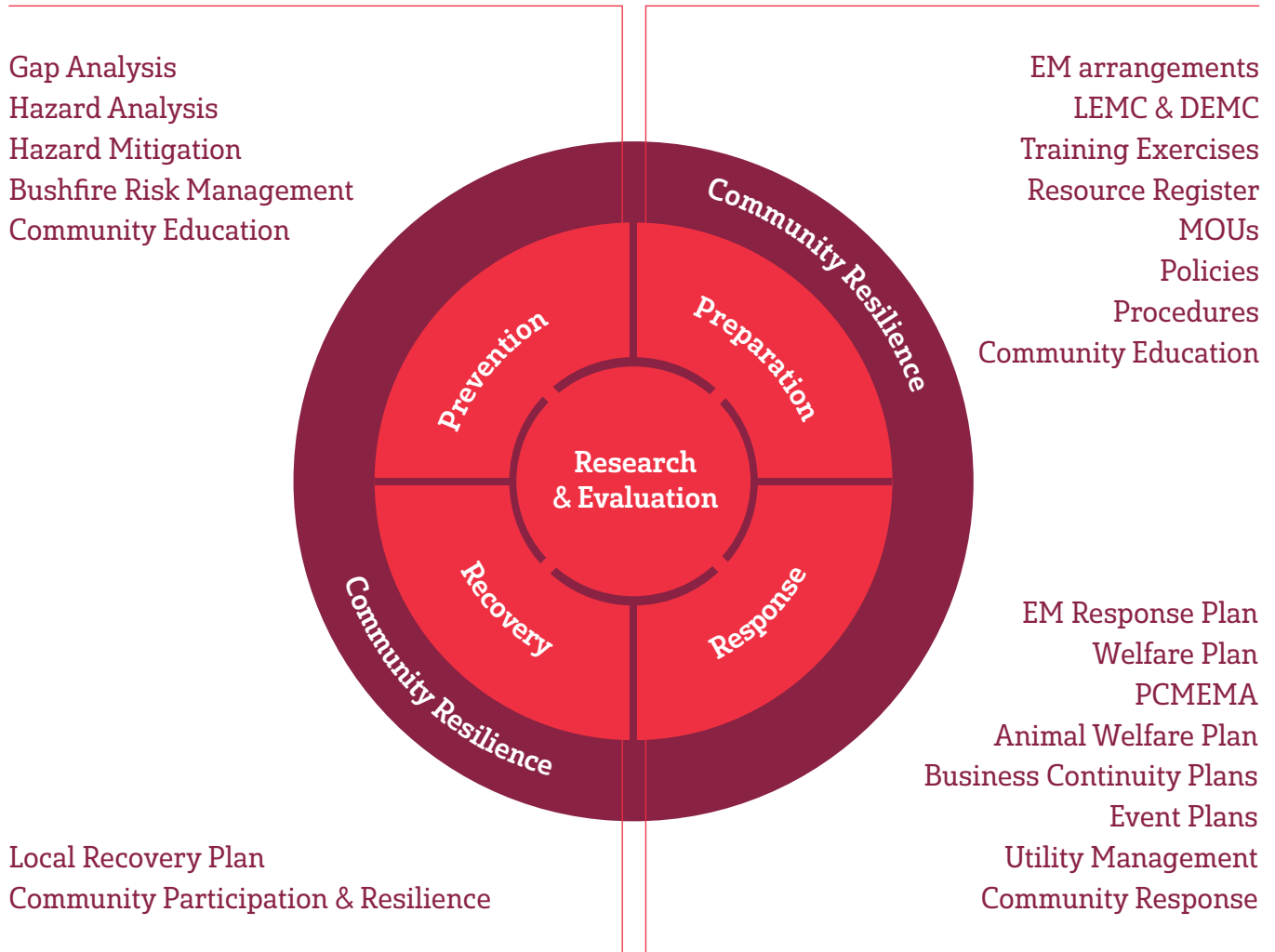


Figure 4: City of Perth Emergency Management Strategic Plan

The Emergency Management Act 2005 (WA) defines emergency management as "the management of the adverse effects of an emergency including prevention, preparedness, response and recover. This Emergency Management Strategic Plan focuses on these areas, with objectives and actions supported by research and standards

4.1.

Prevention

The Case for Action

Prevention and mitigation activities seek to eliminate or reduce the effect of a hazard on a community, or to reduce the likelihood of the hazard occurring. They also aim to increase the resilience of the community to a hazard.

The CoP works in collaboration with the Office of Emergency Management, WALGA and other agencies to identify hazards and drive actions to prevent these escalating to emergency incidents. With knowledge of the local environment, infrastructure and the community, and the resources of the local government, the CoP is well positioned to deliver prevention activities.

These can include development and activity approvals, environmental controls and education.

Aspiration:

The City of Perth identifies hazards and their potential impacts, and prioritises actions to mitigate these wherever possible. The City, stakeholders and the community participate in prevention activities and in so doing build resilience.

Measures:

- Gap Analysis report.
- Hazards identified and Risk Management plans developed.
- Mitigation measures implemented

Objective 1.1 – Identify gaps in emergency management prevention and preparedness in the City of Perth

Emergency management requires an ongoing attention to detail and the changing environment. Identification of hazards and assessment of their potential impact on the city is essential in determining mitigation actions and preparedness for impact, if the hazard is activated.

Developing an understanding of gaps in the prevention and preparedness of the CoP as an organisation, and of actions required to nullify these, are the first steps required in ensuring the CoP meets its obligations in emergency management.

Objective 1.2 – Identify hazards for the City of Perth.

The CoP will complete an Emergency Risk Management study for its community in accordance with risk management standard AS/NZS 31000:2009 Risk Management. This study, to be commenced in 2017, will use the WALGA Hazard Analysis system, *Risk Vision* to prioritise hazards and actions required for mitigation. This work will result in the development of the **City of Perth Emergency Risk Management Plan**. The plan will include identified critical infrastructure for the CoP.

Objective 1.3 – Minimise risks to the City of Perth from natural and man-made hazards.

Until the Risk Management Plan is completed, the CoP and other stakeholders will work at hazard reduction for risks already identified. Many activities are conducted as routine duties by the CoP and other agencies including bush fire risk management, infrastructure failure and severe weather.

Planning and implementation of strategies to manage risks at major events such as Skyworks, which attracts an estimated 300, 000 people to the city, is a demonstration of the collective efforts of local and state governments, and community agencies to minimise risk and keep the community safe.

4.2

Preparedness

The Case for Action

The concept of preparedness is defined as the existence of necessary structures to ensure the community effectively prevents or mitigates, prepares for, responds to and recovers from large scale emergencies. It encompasses pre, during and post emergency actions and involves a community approach including various levels of government, business, support organisations and individuals.⁽²⁾

In addition to preparing for situations which impact on the wider community, the City of Perth prepares for internal incidents that impact on the functions and running of the organisation, the council and staff. Whilst these situations may not be of the scale of those that occur in the community, they do impact on the City as an organisation. This in turn can impact on its ability to operate business units and deliver services for the smooth and effective operation of the city.

Preparedness activities establish arrangements and plans, and provide education and information to prepare the community to deal effectively with such emergencies and disasters that may eventuate.

With over 120,000 people including residents, workers, students and visitors in the City of Perth each day, there are many different groups whose needs require consideration in relation to preparation and management, if a major emergency occurs. Education of residents, workers and students is important for their own emergency preparations in the city environment, including transport and evacuation.

Recent situations in other states reminds us that preparation for similar circumstances such as power outages and loss of infrastructure such as water, communications, air conditioning, ventilation and lifts can

result in threats to health, amenity and normal functioning of the city. Preparation for such events is the responsibility of everyone and ongoing efforts to change the attitude of many people who believe that 'it won't happen to me' or that 'somebody will come and save me' is a challenge for all agencies.

Aspiration:

The City of Perth is an organisation that is ready with internal practices and supports readiness for any emergency, whether natural or man-made, that may affect the community.

Measures:

- CoP Location based Business Continuity Plans and associated plans reviewed annually.
- EM arrangements reviewed annually by LEMC members.
- Signed agreements & Memorandums of Understanding.
- Major event plans updated annually ie. Skyworks, Anzac Day
- LEMC meetings organized quarterly
- Participation in DEMC quarterly
- Number of exercises held in the CoP
- EM training delivered to CoP personnel
- Conduct desk top and other training exercises with partner agencies.
- Procedures reviewed bi annually

Objective 2.1 – Critical Incident Control Team is ready to implement City of Perth Business Continuity Plans when required.

The protection and recovery of the community, staff, assets, operations and the reputation during the time of a crisis is a high priority for the City. The Critical Incident Control Team (CICT) Plan outlines the response and recovery actions to major incidents which impact the City of Perth.

Under the leadership of the CICT Controller the team will be responsible for implementing all operational actions required to manage the crisis. Responsible managers and staff from across the City of Perth are required to understand and be prepared to enact this plan in accordance with directions given at the time of an incident.

The CoP will enact the internal Business Continuity Plans with the Crisis Management Team.

Objective 2.2 – City of Perth emergency management arrangements are up to date and ready for implementation.

A review of the emergency management arrangements including the General Arrangements, Response, Welfare and Recovery Plan was undertaken in 2016. Whilst the overall plans are complete, the details including structure, terms of reference for working groups, media management, and memorandums of understanding for use of resources between agencies, need to be developed and kept up to date as circumstances change.

In addition, further plans including those for Perth City Major Emergency Management Arrangements (PCMEMA)–Management of People Plan are to be developed. This will include the expanded footprint of the city with new areas and increased density of people and buildings.

As the CoP organizes and / or hosts many major events which can attract in excess of 200,000 people within its boundaries, inclusion of risk and emergency management plans is essential for public safety. Health & Activity Approvals and many other CoP business units are actively involved in these processes, which are ongoing and include the full cycle of quality control from preparation, implementation and evaluation for continuous improvement based on lessons learnt.

Objective 2.3 – City of Perth, stakeholders and the community are prepared to respond to emergency situations when they occur.

Preparation and response to an emergency is not the responsibility of just a few people. As the size of the issue and the impact it has on the community increases from a local through to a State emergency, the need for greater resources and more people to be involved also increases.

Coordination of the many responses and resources that may be required is therefore not something that is left to chance. The number of measures identified for this objective is indicative of the many actions that take place in preparation for emergency events.

Collaboration between agencies is essential and the range of meetings, education and exercises that occur annually, demonstrate this. Education beyond service agencies is also important not only for preparation, but also for response and recovery. Therefore, education of CoP council, staff and the wider community will support response and resilience for the City and its occupants.

4.3

Response

The Case for Action

Response activities activate preparedness arrangements and plans to put in place effective measures to deal with emergencies and disasters, if and when they occur.

Hazard Management Agencies, Controlling Agencies and Combat Agencies may require local government resources and assistance in an emergency. The City of Perth is committed to provide assistance and support if available.

Communities threatened or impacted by an emergency may require relocating from their homes, workplace, hotel or education institution. An evacuation should be made in a timely, safe and coordinated way and is the responsibility of the Hazard Management Agency (HMA).

During evacuation, the HMA must consult with the Department for Child Protection and Family Support (CPFS) who are responsible for welfare management, in conjunction with the local government. The City of Perth (CoP) will provide support and advice to the HMA and CPFS in the evacuation process.

The CPFS is responsible for approving the activation or opening of a welfare centre and providing welfare support services to people affected by an emergency in Western Australia. The decision on the centre location will be made jointly between the HMA, CPFS and COP.

Most facilities identified within the city are privately owned and a Memorandum of Understanding (MOU) has been sought with these providers. An Animal Welfare Plan is in development to support the care of animals if evacuation is required.

Aspiration:

The City of Perth is an organisation and community that are able to anticipate and respond appropriately to emergencies through partnerships and collaboration with state and community organisations.

Measures:

- Implementation of EM plans if required
- Evaluation report completed.
- EM Plans updated.

Objective 3.1 –Harm to people and property is minimised when an emergency situation occurs in the City of Perth.

When an emergency situation occurs in the city, Hazard Management Authorities, respond with support from the CoP as required. CityWatch is often a point of contact in initial stages of an issue and continue to monitor and link services where possible. If the situation escalates, CityWatch becomes the response centre for the CoP and ongoing coordination.

Careful consideration is required for the mass evacuation of large numbers of community members either residing or visiting the City of Perth. **Perth City Major Emergency Management Arrangements–Management of People Plan** is to be developed.

Ensuring the City of Perth (CoP) continues to function while the emergency is occurring and during recovery is essential. To assist the CoP maintain a level of service to its business and the community, the Business Continuity Framework has been developed.

Objective 3.2 – Agencies responsible for responding to emergency situations demonstrate on-going improvement in effectiveness to emergency situations in the City of Perth.

Following an emergency in the city, responding agencies, the City of Perth and the SEMC will conduct an evaluation of the situation and how the response was delivered. This is critical for ongoing lessons and improvements for response to future events. In addition, this information can be used to develop exercises for responding agencies.

Objective 3.3 Responses to emergency management situations are continually improved.

Lessons learnt following an event and the evaluation of the response will be used to support the review of emergency management plans. Greater knowledge of real life emergency situations when linked with that of changing resources and the local environment, are all critical for updating emergency management plans.

This continual improvement process is in addition to the regular five year review of EM plans including Response, Welfare and Management of People plans.

4.4

Recovery

The Case for Action

Recovery activities assist a community affected by an emergency or disaster in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing.

The City of Perth (CoP) must lead, manage and coordinate community recovery at the local level under section 41(4) of the *Emergency Management Act 2005* and undertake these responsibilities in close cooperation with or directly supported by State government departments, supporting agencies and organisations.

To assist with the recovery process a local government must have steps in place to outline the way in which they will manage recovery internally and with the community. The best way to do this is by a local recovery plan.

A local recovery plan including the nomination of a Local Recovery Coordinator is required under section 41(4) of the *EM Act*. A copy of the City of Perth Local Recovery Plan can be found at www.perth.wa.gov.au

Aspiration:

The City of Perth is able to recover from emergencies, internally and externally. As an organisation, the City consistently protects and values the internal and external communities and responds to the changing needs to recover from an emergency.

Measures:

- Local Recovery Plan
- Critical Incident Control Team (CICT) Plan
- Recovery evaluation report completed
- Recovery exercises conducted
- Recovery Plan & CICT Plan revised and updated.

Objective 1 – The City of Perth implements and coordinates its Emergency Management Recovery plan when required in response to an emergency situation.

Following an emergency event, a full impact assessment on individuals, the community and infrastructure, including information from the Hazard Management Authority is required.

The City of Perth is responsible for the management and coordination of the recovery process which may take many years, depending on the scale emergency and its impact. Planning for this recovery commences prior to handover from the HMA to the City of Perth.

To fully determine the community's needs, use of Outreach volunteers to doorknock and speak to individuals may be required and will be coordinated through liaison with the Australian Red Cross. Assessment of residents, businesses, visitors and special groups including the homeless, people in care, the aged, children and those with special needs will be undertaken.

In addition, an assessment of the emergency on the City of Perth's operations and business through the Critical Incident Control Team is also part of this process. Determination of the organisations ability to respond to the recovery, and the management and delivery of CoP services is critical, due to its role as the lead agency in the recovery process.

Objective 2 – The City of Perth and its community recover as rapidly as possible from an emergency situation.

How the community as a whole, its individuals and organisations recovery from an emergency can vary greatly. Individual and organisational preparation, response and the severity of the event on business, economy, services, the environment and infrastructure are all important in the speed of recovery.



Photo courtesy of Jack Tran – Red Cross

Australians have a tradition and reputation of stepping up to help their neighbours and community in times of need. The City of Perth, State and Federal Governments, (depending on the scale of the emergency) and community agencies have a mandate and duty to support recovery also. Through collaboration and community resilience, this process can be accelerated.

Objective 3 – The community and organisation demonstrate resilience when faced with an emergency situation in the City of Perth.

As with the response to an emergency incident, the effectiveness of the planned recovery requires evaluation following this stage of emergency management.

As completion of the recovery phase can take many years, evaluation should be ongoing to ensure the correct services and supports are in place to address needs of the organisation and the community. Lessons learnt throughout recovery should be used for the review of the Recovery Plan and in agency exercises, in preparation for any future events.

Whilst return to the “normal” social, economic, infrastructure and natural environment are indicators for recovery, a complete return to the pre emergency situation may not be possible across all realms. Therefore the adaptation to the new “norm” and the resilience of the community is the marker for progress moving forward.

Emergency Management Strategy 2017 – 2021

Objectives and Measures

1. Prevention

OBJECTIVE	MEASURES
1.1 Identify gaps in EM prevention and preparedness in the CoP	Gap Analysis report.
1.2 Identify hazards for the CoP	Hazards Risk Management plans developed.
1.3 Minimise risks to the CoP from natural and man-made hazards.	Mitigation measures implemented

2. Preparedness

OBJECTIVE	MEASURES
2.1 CICT is ready to implement CoP Business Continuity Plan when required.	CoP Business Continuity Plans and associated plans reviewed annually.
2.2 CoP EM arrangements are up to date and ready for implementation.	<ul style="list-style-type: none"> • EM Plans & Resource Register reviewed annually by LEMC members. • Number of signed agreements & MOUs. • Major event plans updated annually ie. Skyworks, Anzac Day • Four LEMC meetings held annually • Participation in four DEMC meetings
2.3 CoP, stakeholders and the community are prepared to respond to emergency situations when they occur.	<ul style="list-style-type: none"> • No. of exercises held in the CoP • No. of EM training events for CoP personnel • No. of desk top and other training exercises with partner agencies. • Up to date procedures

3. Response

OBJECTIVE	MEASURES
3.1 Harm to people and property is minimised when an emergency situation occurs in the CoP.	Implementation of EM plans if required: <ul style="list-style-type: none"> • EM Response Plan • Local Welfare Plan • Perth City Major Emergency Evacuation Arrangements (PCMEMA) • Animal Welfare Plan • CoP Business Continuity Plans • Event plans–Skyworks, Anzac Day
3.2 Agencies responsible for responding to emergency situations demonstrate on-going improvement in effectiveness to emergency situations in the CoP.	<ul style="list-style-type: none"> • Evaluation reports completed. • EM Plans updated.

4. Recovery

OBJECTIVE	MEASURES
4.1 The CoP implements and coordinates its EM Recovery plan when required in response to an emergency situation.	<ul style="list-style-type: none"> • Local Recovery Plan • CICT Plan • Number of recovery exercises conducted
4.2 The CoP and its community recover as rapidly as possible from an emergency situation.	<ul style="list-style-type: none"> • Recovery evaluation report • Recovery Plan & CICT Plan revised and updated
4.3 The community and organization demonstrate resilience when faced with an emergency situation in the CoP.	<ul style="list-style-type: none"> • Withdrawal of temporary support utilised during recovery

Table 1.

5. Delivery

Organisational context

The City of Perth's Emergency Management Strategic Plan 2017–2021 works in conjunction with a suite of strategic and operational documents that guide community safety.

The City of Perth adopts an Integrated Planning Approach. The City of Perth's Integrated Planning and Reporting Framework (IPRF) is outlined in the diagram below, showing the interaction between the plans and the influence of the informing strategies. The intent of the IPRF is to ensure the priorities and services provided by the City of Perth are aligned with our community's needs and aspirations.

The Strategic Community Plan, Vision 2029+, is the City's long term strategic direction that expresses the community's vision for the future together with the strategies to address strategic community outcomes. Safety is clearly articulated in this plan which states:

In 2029, Perth is recognised as one of the safest cities in the world. The city is people-oriented, a social hub that attracts people to its heart day and night. People feel safe to visit the city after dark, promenade along its streets, visit its attractions and use its transport systems.

The Strategic Community Plan, Vision 2029+, drives the City of Perth's Corporate Business Plan, which is the detailed implementation plan for services, key projects and capital investments over the next four years. The actions to activate the City's Informing Strategies are key components of the City's Corporate Business Plan.

The Emergency Management Strategic Plan supports the SafeCity Strategy 2016-2020 which is an Informing Strategy, identifying and shaping environmental priorities, projects, programs and service delivery to meet the outcomes of the Strategic Community Plan. The City's key strategic enablers show how we are equipped to deliver on the commitments made in the Corporate Business Plan.

These strategic enablers are:

- **Long Term Financial Plan.** This plan allows for appropriate decision making with emphasis on financial sustainability.
- **Workforce Plan.** This plan identifies the workforce requirements needed for current and future operations.
- **Corporate Asset Management Plan.** This plan provides guidance on service provision to inform the City's financial and key service needs.

The City's annual budget is based on the projected costing of year one of the Corporate Business Plan, with opportunity to review during the mid-year budget review processes.

The aspirations and objectives of this Emergency Management Strategic Plan will guide the City's commitments which are prioritised, resources allocated, and partnerships and responsibilities identified.

Identification and implementation of actions to achieve the Emergency Management Strategic Plan objectives will be detailed in the annual Implementation Plan for the LEMC. This plan will be reviewed annually in line with the City's Annual Budget and in consultation with the LEMC members.

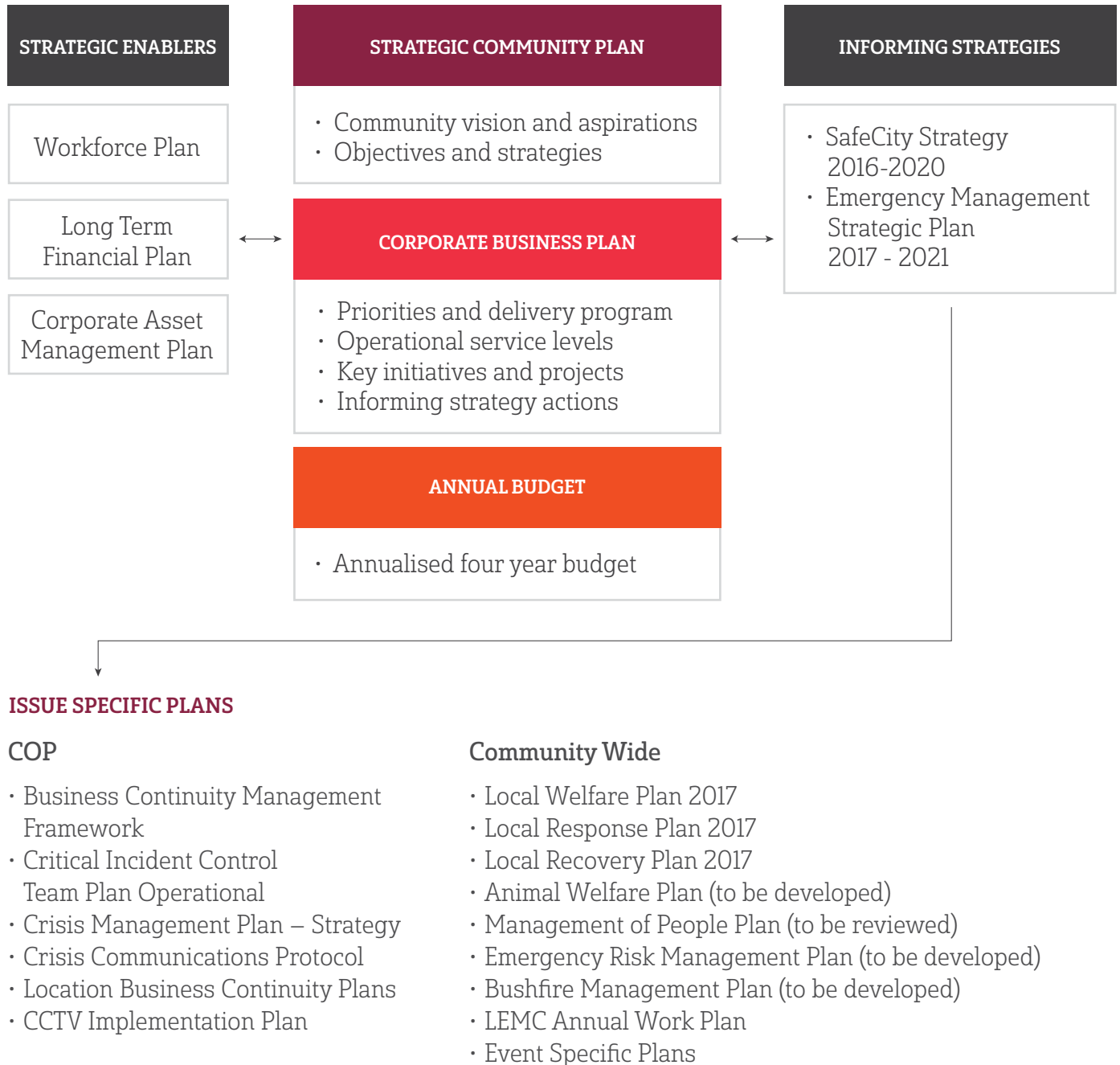


Figure 5: Integrated Planning & Reporting Framework





City of Perth

Emergency Management Plans

(2) GENERAL PLAN

2017

Associated Set of Plans

1. Emergency Management Strategic Plan 2017 – 2021
- 2. General Plan 2017**
3. Local Recovery Plan 2017
4. Local Welfare Plan 2017 (Restricted)

To be read in conjunction with

- City of Perth Strategic Community Plan
- Business Continuity Plan

City of Perth Emergency Management Plans

These plans are produced and issued for the City of Perth under section 41(1) of the *Emergency Management Act 2005*.

These plans have been endorsed by the City of Perth Local Emergency Management Committee and the City of Perth. The plans will be tabled for the District Emergency Management Committee and the State Emergency Management Committee Secretariat.

Chairperson
City of Perth
Local Emergency Management Committee
Rebecca Moore

Date

Chief Executive Officer
City of Perth
Martin Mileham

Date

Contents

City of Perth Emergency Management Plans	2
Emergency Management Plans	5
Emergency Management Aspirations.....	5
Distribution List.....	6
Amendment Record.....	6
Glossary of Terms	7
Acronyms	10
Part 1 Introduction.....	11
1.1 Overview	11
1.1.1 Authority	11
1.1.2 Community Consultation	11
1.1.3 Aim	11
1.1.4 Purpose	11
1.1.5 Scope.....	11
1.1.6 Related Documents and Plans	12
1.1.7 Agreements, Understandings and Commitments	12
1.1.8 Resources	12
1.1.9 Financial Arrangements	12
1.1.10 Authority to Incur Expense by the City of Perth.....	13
1.1.11 Review and Exercising.....	13
1.2 Community Profile.....	14
1.2.1 Special Considerations	14
1.2.2 Utilities and Access	14
1.2.3 Key Public Events	15
1.2.4 Cultural Considerations.....	15
Part 2 Planning.....	16
2.1 Local Emergency Management Committee.....	16
2.1.1 LEMC Functions.....	17
2.1.2 Chairperson and Deputy	17
2.1.3 Executive Officer	18
2.1.4 Committee Membership.....	18
2.1.5 LEMC Member Roles and Responsibilities.....	18

2.1.6	Meeting Schedule	18
2.1.7	Meeting Procedures and Agenda.....	19
2.2	Emergency Risk Management	20
2.2.1	Identified Hazards	20
	Part 3 Response	21
3.1	Coordination of Emergency Operations	21
3.1.1	Local Emergency Coordinator	21
3.1.2	Incident Support Group	21
3.1.2.1	Triggers for a ISG	21
3.1.2.2	Membership of a ISG.....	21
3.1.2.3	Location of the ISG	22
3.1.3	Emergency Coordination Centre.....	22
3.1.4	CityWatch.....	22
3.2	Media Management and Public Information.....	23
3.2.1	City of Perth Spokesperson.....	23
3.2.2	City of Perth Communications	23
3.3	Evacuation.....	23
3.3.1	Evacuation Management	23
3.3.2	Evacuation Planning.....	23
3.4	Welfare.....	24
3.4.1	Welfare Management.....	24
3.4.2	Welfare Centres	24
3.4.3	Animal Welfare Plan	24
3.5	Business Continuity.....	25
3.5.1	Critical Incident Management Team.....	25
3.5.2	Crisis Management Team	25
	Part 4 Recovery	26
4.1	Local Recovery Plan.....	26
4.2	Local Recovery Coordinator	26
4.3	Local Recovery Coordination Group	26
	Appendix 1	27
	LEMC Member Roles and Responsibilities.....	27

Emergency Management Plans

The City of Perth has produced the attached series of Emergency Management Plans to clearly identify roles and processes for the preparation, response and recovery from emergency situations that may occur within the City of Perth boundaries.

These Plans are supporting documents for the **City of Perth Emergency Management Strategic Plan 2017-2021** which encompasses the wider actions that will be undertaken in the city to identify and manage risks and prevent issues wherever possible.

The objectives and measures can be found in the **Emergency Management Strategic Plan 2017 – 2021** and these will be reviewed annually as part of the work plan for the LEMC

Emergency Management Aspirations

Research - Sound research based strategies, focus and outcomes.

Risk Management - Underpinning all practice with risk management principles.

Readiness - An organisation and community ready for emergencies.

Response -Timely internal and community response to emergencies.

Recovery - The city with an ability to recover from emergencies, internally and externally.

Distribution List

Organisation	Department/Officer	Copies	
		Electronic	Hardcopy

Contact and Document Availability

For a free copy of this plan or other plans please contact the City of Perth library

This plan is also available on the City of Perth website www.cityofperth.wa.gov.au

Amendment Record

Amendment			
No.	Date	Amendment Summary	Amended by
1	August 2017	Complete review and reissue	Jane Hannaford
2			
3			
4			
5			
6			
7			
8			
9			
10			

Glossary of Terms

This is not a full glossary of terms for emergency management. Only those terms used for the General Plan will be listed. For a full list of terms please refer to the **State Emergency Management Glossary** located at: www.oem.wa.gov.au

Terms	Meaning
Combat Agency	A combat agency prescribed under subsection (1) of the Emergency Management Act 2005 is to be a public authority or other person who or which, because of the agency's functions under any written law or specialized knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.
Command	The direction of members and resources of an organisation in the performance of the organisation's role and tasks. Authority to command is established in legislation or by agreement with an organisation. Command relates to organisations and operates vertically within an organisation. See also control and coordination .
Control	The overall direction of emergency management activities in an emergency situation. Authority for control is established in legislation or in an emergency plan, and carries with it the responsibility for tasking and coordinating other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations. See also command and coordination .
Control Centre	See emergency operations centre .
Controlling Agency	An agency nominated to control the response activities to a specified type of emergency.
Coordination	The bringing together of organisations and elements to ensure an effective response, primarily concerned with the systematic acquisition and application of resources (organisation, manpower and equipment) in accordance with the requirements imposed by the threat or impact of an emergency. Coordination relates primarily to resources, and operates, vertically, within an organisation, as a function of the authority to command, and horizontally, across organisations, as a function of the authority to control. See also control and command .
District Emergency Management Committee	A district emergency management committee established under section 31(1) of the Emergency Management Act 2005.
eMerge	City of Perth's on line emergency management portal.

Emergency	The occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that it requires a significant and coordinated response (s.3 EM Act).
Emergency Coordination Centre	A facility established to coordinate and organize emergency provision of services. See also emergency operations centre .
Emergency Management	The management of the adverse effects of an emergency including: <ul style="list-style-type: none"> • prevention – the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency; • preparedness – preparation for response to an emergency; • response – the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery; and • recovery – the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.
Emergency Operations Centre	A facility, either static or mobile, from which the total operation or aspects of the operation are managed. A facility established to control and coordinate the response and support to an incident or emergency.
Emergency Risk Management	A systematic process which contributes to the wellbeing of communities and the environment. The process considers the likely effects of hazardous events and the controls by which they can be minimised.
Evacuation Centre	A centre that provides affected people with basic human needs including accommodation, food and water. In addition, to enhance the recovery process, other welfare/recovery services should also be provided.
Hazard	An event, situation or condition that can cause or resulting in loss of life, prejudice to the safety, or harm to the health of persons or animals; or destruction of, or damage to property or any part of the environment and is defined in the Emergency Management Act 2005 or prescribed in the Emergency Management Regulations 2006.
Hazard Management Agency	A public authority, or other person, prescribed by the Emergency Management Regulations 2006 to be a hazard management agency for emergency management, or an aspect of emergency management, of a hazard.
Incident	The occurrence or imminent occurrence of a hazard. See also emergency .
Incident Area	The area defined by the Incident Controller for which they have responsibility for the overall management and control of an incident.

Incident Management Team	A group of incident management personnel comprising the incident controller, and the personnel he or she appoints to be responsible for the functions of operations, planning and logistics. The team headed by the incident controller which is responsible for the overall control of the incident.
Incident Support Group	A group of agency/organisation liaison officers convened and chaired by the HMA to provide agency specific expert advice and support in relation to operational response to the emergency
Local Emergency Coordinator	The person appointed by the State Emergency Coordinator to provide advice and support to their local emergency management committee in the development and maintenance of emergency management arrangements, assist hazard management agencies in the provision of a coordinated response during an emergency in the district and carry out other emergency management functions under the direction of the State Emergency Coordinator.
Local Emergency Management Committee	A local emergency management committee established under section 38 of the Emergency Management Act 2005.
Operational Area	The area defined by the Operational Area Manager for which they have overall responsibility for the strategic management of an emergency. This area may include one or more Incident Areas.
Operations Area Support Group	A group of agency / organisation liaison officers convened and Operational Area Manager to provide agency specific expert advice and support in relation to strategic management of the emergency.
Preparedness	Preparation for response to an emergency.
Risk	<p>A concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.</p> <ul style="list-style-type: none"> • The chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood. • A measure of harm, considering the consequences of an event and its likelihood. For example, it may be expressed as the likelihood of death to an exposed individual over a given period. • Expected losses (of lives, persons injured, property damaged, and economic activity disrupted) due to a hazard for a given area and reference period. Based on mathematical calculations, risk is the product of hazard and vulnerability.
State Emergency Management Committee	Committee established under section 13 of the Emergency Management Act 2005.

Support Organisation	A public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources is responsible for providing support functions in relation to that agency.
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Acronyms

General acronyms used in the City of Perth Emergency Management Plans.

Short Name	Full Name
AIIMS	Australasian Inter-Service Incident Management System
BGPA	Botanic Gardens and Parks Authority
BOM	Bureau of Meteorology
CA	Controlling Agency
CEO	Chief Executive Officer
COP	City of Perth
DC	Department of Communities
DEMC	District Emergency Management Committee
DFES	Department of Fire and Emergency Services
DOT	Department of Transport
ECC	Emergency Coordination Centre
EM	Emergency Management
EMP	Emergency Management Plan
ERM	Emergency Risk Management
HMA	Hazard Management Agency
ISG	Incident Support Group
LEC	Local Emergency Coordinator
LEMC	Local Emergency Management Committee
LG	Local Government
LRC	Local Recovery Coordinator
LRCG	Local Recovery Coordinating Group
NGO	Non-Government Organisation
OAM	Operations Area Manager
OASG	Operations Area Support Group
OEM	Office of Emergency Management
PPRR	Prevention, Preparedness, Response and Recovery
SO	Support Organisation
SECG	State Emergency Coordination Group
SEMC	State Emergency Management Committee
SEWS	Standard Emergency Warning Signal
WAPOL	Western Australian Police Service

Part 1 Introduction

1.1 Overview

The Introduction provides brief details of the essential components for the City of Perth **Emergency Management General Plan**.

1.1.1 Authority

The set of City of Perth Emergency Management Plans have been prepared in accordance with section 41(1) of the *Emergency Management Act 2005*. They have been endorsed by the City of Perth and the City of Perth Local Emergency Management Committee.

1.1.2 Community Consultation

The City of Perth consulted with key stakeholders relevant to emergency management in the development of the Emergency Management Plan.

1.1.3 Aim

The aim of the City of Perth Emergency Management Plans is to document and facilitate the management of emergencies for the City of Perth communities. All aspects of emergencies include the prevention, preparedness, response and recovery activities.

1.1.4 Purpose

The purpose of these plans is to:

- Document the City of Perth's (COP) procedures for emergency management;
- Identify and describe the roles and responsibilities for the COP, public authorities and others who are involved in emergency management in the City of Perth boundary;
- Assist with the coordination of emergency management activities for the COP;
- Identify and describe the hazards likely to occur in the COP;
- Conform with the COP Emergency Management Strategic Plan 2017-2021; and
- Outline priorities and other areas for consideration in emergency management for the City of Perth.

1.1.5 Scope

This document applies to the local government district of the City of Perth. The document details the City of Perth's capacity to provide support to the community and the Hazard Management Agencies in an emergency.

This document and associated set of plans have been written to ensure the City of Perth is prepared to deal with the identified emergencies within its local government district. It does not detail the procedures for Hazard Management Agencies to deal with an emergency.

1.1.6 Related Documents and Plans

The City of Perth Emergency Management Plans is a set of documents that can be used separately but it must be acknowledged they form part of a set of documents. These include:

1. Emergency Management Strategic Plan 2017 – 2021;
2. General Plan;
3. Local Recovery Plan;
4. Local Welfare Plan (developed by Department of Communities)
5. Animal Welfare Plan (to be completed);
6. Perth CBD Major Emergency Management Arrangements – Management of People Plan (to be reviewed); and
7. Emergency Risk Management Plan (to be developed).

Appendices identified in the Emergency Management Plans are included as part of the above documents. A number of appendices which have restricted access are available to authorised people on the City of Perth eMERGE portal. This a central collaboration tool has been developed for emergency management information sharing and records.

1.1.7 Agreements, Understandings and Commitments

Agreement, MOU or Commitment Name	Agency	Date
Access, Operation and use of City of Perth CCTV	WA Police	2016
Service Level Agreement for Monitoring Emergencies via City of Perth CCTV cameras.	Department of Fire and Emergency Services	2016
Service Level Agreement - CCTV	Metropolitan Redevelopment Authority	2016
Service Level Agreement - CCTV	Water Corporation	2017

1.1.8 Resources

Hazard Management Agencies (HMA) are responsible for the determination of resources required to combat the emergency for which they have responsibility.

The City of Perth (COP) **Resource Register** is available to support the Emergency Management Plan and is located on eMERGE.

1.1.9 Financial Arrangements

State Emergency Policy 5.12.1 and 5.12.2 provides advice on funding for emergencies. The policy states to ensure accountability for expenditure incurred, the EMA (emergency management agency) with operational control of any resource is responsible for payment of all related expenses associated with its operation during emergencies, unless otherwise arranged. Agencies assisting in response to emergencies may be eligible for reimbursement

of some expenses. If the COP provides support in an emergency, reimbursement will be sought from the Hazard Management Agency.

1.1.10 Authority to Incur Expense by the City of Perth

Certain COP employees can incur expenses on behalf of the COP with approved limits and within the Council approved budget. Special arrangements may be required in relation to financial expenditure during an emergency. Such arrangements must be in accordance with the financial management provisions of the Local Government Act 1995. The financial arrangements for the City of Perth can be found at **Emergency Management Financial Arrangements** on eMERGE.

1.1.11 Review and Exercising

These plans shall be reviewed and amended in accordance with *State Emergency Management Preparedness Procedure 8*.

- Contact lists are to be reviewed and amended quarterly or as changes occur;
- A complete review of the Emergency Management Plan to be conducted every five years; and
- An exercise of the Emergency Management Plan to be conducted annually.

1.2 Community Profile

As the capital city of Western Australia, there are a number of significant aspects to the City of Perth that must be considered in relation to emergency management.

1.2.1 Special Considerations

The City of Perth has several considerations that will have an impact on the implementation of these emergency management plans in an emergency and include:

Special Considerations
Large residential population in a small geographic area
Major events including Australia Day SkyWorks, Perth International Arts Festival, Fringe Festival
Large complexes with a high number of people including the Perth Arena, the Perth Convention and Exhibition Centre and the WACA
Large tourist population
Numerous hotels hosting many people
Large education institutions including the University of WA, Central TAFE (Northbridge & East Perth campuses), Trinity College, Mercedes College, St Georges Anglican College
Hospital complexes – Royal Perth Hospital, QE2 Medical Centre, Perth Children’s Hospital and the Mount Hospital
Major transport hubs – above and below ground train and bus, and ferries
Major roads including freeways and Northbridge Tunnel
Kings Park – bushland and sights of cultural significance
Parliament House and other government agencies
High rise office and residential buildings in CBD
Proximity to Perth Stadium and large crowd movements
70+ multi story car parks
Major event spaces including Langley Park, Elizabeth Quay, Cultural Centre & Yagan Square

1.2.2 Utilities and Access

Utilities and Access
Transperth – Perth Station is the central hub for rail lines from Armadale, Midland, Mandurah, Joondalup, Fremantle and Midland. Claisebrook in East Perth, Mclver and City West stations are also located in the City of Perth boundary.
Elizabeth Quay Bus Port and Perth Bus Station – Perth City Link
The Kwinana and Mitchell freeways cross to the west of the CBD, the Causeway and Windan Bridge and footbridge from March 2018 at the east and Northbridge Tunnel

near its northern border.
Elizabeth Quay Ferry, Barrack St Jetties and Claisebrook Cove
Western Power Substation – James St, Northbridge & Wellington St.
Kings Park Water reservoir
The City of Perth is 10 kilometres from the Perth Airport.

1.2.3 Key Public Events

The City of Perth (COP) and other organisations conduct many public and private events within the COP boundaries which are subject to approval processes by the COP. Events monitored by the COP have Risk Management Plans developed in consultation with the COP. Key agencies including DFES and WAPOL are consulted in the approval process and may also require hostile vehicle management plans.

Key Public Events
Australia Day Skyworks
Perth International Arts Festival
Fringe Festival
Anzac Day Parade
Events on MRA land eg Cultural Centre, Elizabeth Quay & Yagan Square
Channel 7 Christmas Pageant
Impact and monitoring of stadium events on the City

1.2.4 Cultural Considerations

The resident, business and visitor populations of the City of Perth have a diverse cultural identity. The 2016 Census revealed that 30% of the City's population was born in Australia.

Amongst residents, the languages other than English that are spoken at home include:

Key Cultural Groups	
Mandarin	Indonesian
Cantonese	Hindi
Korean	Japanese
Spanish	Italian
Portuguese	French

The City acknowledges the Traditional Owners of the land on which the city is built - the Whadjuk Noongar people, and that there are 17 sites of significance registered under the Aboriginal Heritage Act 1972 within its boundaries. Location details available at <https://maps.daa.wa.gov.au/ahis/>

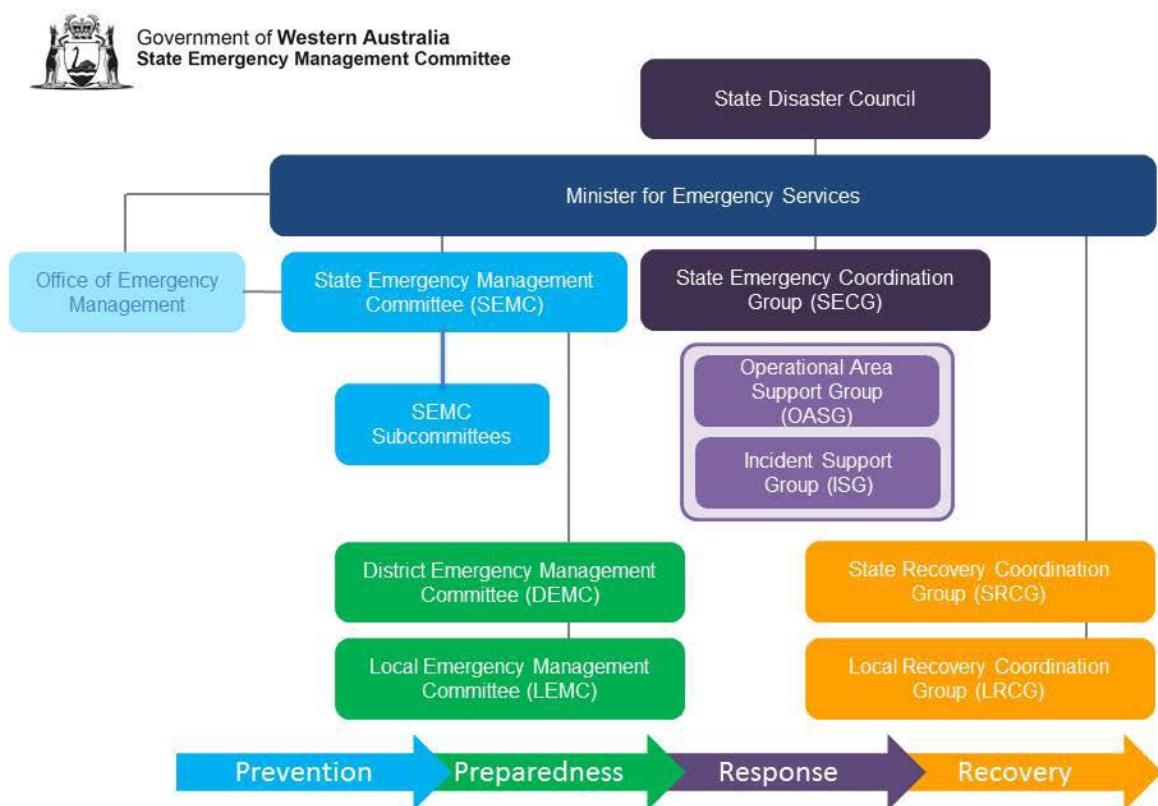
A list of key organisation contacts, including interpreters, will be included on eMERGE.

Part 2 Planning

2.1 Local Emergency Management Committee

The City of Perth has established a Local Emergency Management Committee (LEMC) as required under *Section 38(1)* of the *Emergency Management Act 2005* (EM Act). The LEMC is a non-operational committee and is established to support the local government plan and prepare for emergency management purposes.

The emergency management governance structure (committees) work in conjunction with the emergency management arrangements (coordination) as seen in Figure 1 below.



State EM Governance Structure (including committees)

Figure 1: Emergency management governance and arrangements working together.

Courtesy of Office of Emergency Management

2.1.1 LEMC Functions

The functions of the City of Perth (COP) LEMC are conducted in accordance with *sections 39 and 40 of the EM Act* and include:

- To advise and assist the local government in ensuring that local emergency management arrangements are established for its district;
- To liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements;
- To carry out other emergency management activities as directed by the SEMC; and
- Each financial year, prepare and submit to the District Emergency Management Committee (DEMC) an annual report of activities undertaken by it during the year.

The LEMC ensures the COP has adequately planned and prepared for emergency management to support the relevant Hazard Management, Controlling and Combat Agencies response to an emergency within the local government boundary. The relationships between coordination and planning is depicted in Figure 2 below.

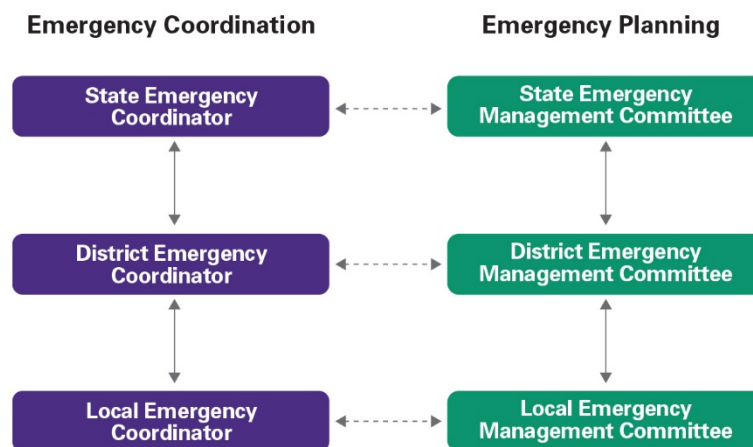


Figure 2: Relationship between emergency coordination and emergency planning.
Courtesy of Office of Emergency Management

The City of Perth recognises the impact of the City of Perth Act and its roles and responsibilities in relation to supporting broader Perth in recovery efforts.

2.1.2 Chairperson and Deputy

The nominated Chair of the LEMC is the City of Perth, Director Community & Commercial Services.

The Deputy Chair is shared between the WA Police representative from Perth and Wembley, which is the Senior Sergeant, Officer in Charge Perth Police Station and the Senior Sergeant, Officer in Charge Wembley Police Station.

2.1.3 Executive Officer

The nominated Executive Officer of the LEMC is the City of Perth, Manager Community Amenity and Safety.

2.1.4 Committee Membership

The membership including contact details for the City of Perth LEMC are located on eMERGE.

2.1.5 LEMC Member Roles and Responsibilities

Details of the key roles and their responsibilities are outlined **Appendix 1**.

2.1.6 Meeting Schedule

The LEMC hosts quarterly meetings in accordance with LEMC membership, roles and responsibilities and meetings established in *State Emergency Management Preparedness Procedure 7*.

The meetings are scheduled each quarter in the months of January, April, July and October, each year unless otherwise advised.

2.1.7 Meeting Procedures and Agenda

The conduct of a LEMC meeting should follow *State Emergency Management Preparedness Procedure 7*.

The City of Perth LEMC meetings are conducted around a set agenda which includes:

January		April	
Contact details		Contact details	
Post-incident reports		Post-incident reports	
Post-exercise reports		Post-exercise reports	
Emergency Risk Management progress		Emergency Risk Management progress	
Treatment strategies progress		Treatment strategies progress	
Local emergency management arrangements		Local emergency management arrangements	
Exercise schedule		Exercise schedule	
Commence annual Business Plan		Finalise and approve LEMC Annual Report & Business Plan	
Agency presentation		Agency presentation	
Major special events		Major special events	
Other matters		Annual report	
		Other matters	
July		October	
Contact details		Contact details	
Post-incident reports		Post-incident reports	
Post-exercise reports		Post-exercise reports	
Emergency Risk Management progress		Emergency Risk Management progress	
Treatment strategies progress		Treatment strategies progress	
Local emergency management arrangements		Local emergency management arrangements	
Exercise schedule		Exercise schedule	
Funding applications		Funding nominations	
Agency presentation		Agency presentation	
Major special events		Major special events	
Other matters		Other matters	

2.2 Emergency Risk Management

The City of Perth (COP) will complete an Emergency Risk Management study within its community in accordance with risk management standard AS/NZS 31000:2009 Risk Management. This study to be commenced in 2017 will be used to develop the **City of Perth Emergency Risk Management Plan**. The plan will include identified critical infrastructure for the COP. Once developed the **City of Perth Emergency Risk Management Plan** will be located on the eMERGE portal.

In the interim, consultation was conducted within the COP and key LEMC members to provide information on the identified hazards which will be used to implement emergency risk management within the City of Perth. The hazards outlined below, will be used in the risk assessment process to be identified, analysed and evaluated and the most significant risks identified for the Perth CBD and surrounds will be recommended for priority treatment action.

2.2.1 Identified Hazards

Hazards
Air crash
Collapse
Earthquake
Fire – Bush & Structural
Flood
Hazardous material
Heatwave
Human epidemic
Infrastructure failure – water, gas, power, communications, sewerage
Landslide
Marine transport emergency
Nuclear powered war ship
Rail crash
Road crash
Storm
Space debris
Terrorist act / Hostile vehicle

The City also recognises there is potential for a mass casualty event caused by an opportunistic person or persons that have not been listed above.

Part 3 Response

3.1 Coordination of Emergency Operations

Hazard Management Agencies, Controlling Agencies and Combat Agencies may require local government resources and assistance in an emergency. The City of Perth is committed to provide assistance and support if available.

The key positions, functions and considerations during emergency operations are listed for the City of Perth.

3.1.1 Local Emergency Coordinator

The Officer in Charge at the Perth Police Station is the appointed Local Emergency Coordinator for City of Perth.

The Local Emergency Coordinator is responsible for:

- Providing advice and support to the Local Emergency Management Committee (LEMC) to develop and maintain emergency management arrangements for the Local Government district, as described in the *State Emergency Management Policy Section 2.5*; and
- Assist the Hazard Management Agency (HMA) in the provision of a coordinated response at the local-level, as described in the *State Emergency Management Plan Section 5.2.2*.

3.1.2 Incident Support Group

The Incident Support Group (ISG) is formed by the Hazard Management Agency (HMA)/Controlling Agency appointed Incident Controller to assist with coordination, services and information during an emergency.

The role of the ISG is to provide support to the Incident Management Team (IMT) located near the emergency. The ISG is a group of people represented by the different agencies, including local government who may have involvement in the emergency.

3.1.2.1 Triggers for a ISG

The triggers for an Incident Support Group (ISG) are defined in *State Emergency Management Policy 5.2.2* and *State Emergency Management Plan Section 5.1*. These are:

- Where an incident is designated as Level 2 or higher (by a HMA or Controlling Agency; and/or
- Multiple agencies need to be coordinated.

3.1.2.2 Membership of a ISG

The membership of the ISG is determined by the HMA or Controlling Agency. Emergency Management Agencies may be called on to be liaison officers in the ISG.

The Local Recovery Coordinator (**see 3.6.2 Local Recovery Coordinator**) should be a member of the ISG from the onset, to ensure consistency of information and a smooth cessation of response to recovery for the City of Perth.

COP staff members co-opted to be members of the ISG must ensure they have the authority to commit resources and direct activities or tasks on behalf of the COP.

3.1.2.3 Location of the ISG

The ISG meets during the emergency and provides a focal point for a coordinated approach.

The COP can provide a meeting point for the ISG, where the Emergency Coordination Centre and alternate for the COP can be found in **Part 3.1.3 Emergency Coordination Centre**.

3.1.3 Emergency Coordination Centre

The City of Perth (COP) advises suitable locations for conduct of meetings for the ISG and the COP Emergency Coordination Centre.

Where the venue is found to be unsuitable at the time for a reason, the LEC in conjunction with the COP may move to the alternate locations.

Primary Emergency Coordination Centre		
City of Perth	CityWatch	Contact Ph: 9461 6615
Secondary Emergency Coordination Centre		
City of Perth	Lower Ground, Council House, 27 St Georges Tce Perth	Contact Ph: 9461 3854
Alternate Emergency Coordination Centre		
Perth Police Station	2 Fitzgerald St Northbridge	Contact Ph: 9422 7111

3.1.4 CityWatch

The City of Perth (COP) has a purpose-built surveillance centre that monitors the closed circuit television (CCTV) network 24/7, and is one of the first to be notified of incidents and after hours oversees activities requiring immediate response. CityWatch can assist with real time information about incidents and emergencies. It also has portable CCTV towers, which may be used by the CoP and Hazard Management Agencies in an emergency.

To access CityWatch and the CCTV towers please contact **9461 6611**.

3.2 Media Management and Public Information

Communities threatened or impacted by an emergency require urgent information. This information must be adequate and timely.

The provision of public information and media management is the responsibility of the Hazard Management Agency (HMA). All media releases are to be coordinated through the HMA.

3.2.1 City of Perth Spokesperson

The HMA may require a spokesperson from the City of Perth (COP) to assist with public information. Once the recovery phase of the emergency has commenced the COP spokesperson will be utilised.

The COP spokesperson is the Lord Mayor or the Chief Executive Officer. This responsibility may be delegated by either of these positions.

3.2.2 City of Perth Communications

The City of Perth communications team and arrangements will be enacted by the Director Economic Development & Activation for the duration of recovery.

3.3 Evacuation

Communities threatened or impacted by an emergency may require relocating from their homes, workplace or hotel. An evacuation should be made in a timely, safe and coordinated way and is the responsibility of the Hazard Management Agency (HMA).

Local governments support the HMA in the evacuation of community members by providing advice, support and local facilities to ensure the community is kept safe.

3.3.1 Evacuation Management

The responsibility for managing the evacuation of a community in an emergency rests with the Hazard Management Agency (HMA) or the Controlling Agency in collaboration with the City.

During evacuation, the HMA must consult with the Department of Communities who are responsible for welfare management in conjunction with the local government. The City of Perth (COP) will provide support to the HMA and CPFS in the evacuation process.

3.3.2 Evacuation Planning

Careful consideration is required for the mass evacuation of large numbers of community members either residing or visiting the COP. **Perth CBD Major Emergency Management Arrangements - Management of People Plan** has been developed and is due for review and update in 2017/18. This new plan will be available on the eMERGE portal.

3.4 Welfare

The Department of Communities is responsible for providing welfare support services to people affected by an emergency in Western Australia. Department of Communities works in conjunction with the Hazard Management Agency (HMA) or Controlling Agency and the local government to provide support to the community during an emergency.

The Department of Communities is responsible for the welfare centres that are opened to accommodate displaced persons during an emergency. As part of this service they also provide services which may include:

- Registration and inquiry;
- Personal support;
- Food;
- Clothing and personal items; and
- Financial assistance including personal hardship and distress relief payments.

3.4.1 Welfare Management

Department of Communities will be responsible for approving the activation or opening of a welfare centre.

In support, the City of Perth may appoint a Local Government Welfare Liaison Officer to assist with the coordination and management of facilities. Most facilities identified will be privately owned and a Memorandum of Understanding (MOU) has been sought with each of these providers and will be available on eMERGE.

Please refer to the CPFS (4) **Local Welfare Plan** on eMERGE for more details.

3.4.2 Welfare Centres

The following facilities have been identified for the City of Perth:

Facility	Address	Capacity
Citiplace Community Centre	Perth Train Station, Wellington St Perth	130
WACA	Nelson Cres, Gate 2, East Perth	~ 5,000
Gloucester Park	Nelson Cres, East Perth	10,000
Winthrop Hall, UWA	35 Stirling Hwy Crawley	674
Perth Convention & Exhibition Centre (PCEC)	21 Mounts Bay Rd, Perth	10,000
Perth Arena	Wellington St, Perth	~ 5,000

Memorandums of Understanding are being negotiated with facilities. For more details please refer to **Local Welfare Plan**.

3.4.3 Animal Welfare Plan

The Animal Welfare Plan is in development in 2017/18 and will be available on eMERGE.

3.5 Business Continuity

The City of Perth has a Business Continuity Plan (BCP) to ensure it continues to function while an emergency is occurring and during recovery. The Business Continuity Plan is supported by the Critical Incident Management Team (CIMT) and Crisis Management Team (CMT).

To assist the COP maintain a level of service to the community, two teams and supporting plans have been developed to assist with business continuity.

3.5.1 Critical Incident Management Team

The CIMT will be responsible for implementing all operational actions required to manage the crisis. Responsible managers and staff from across the COP are required to understand and be prepared to enact the CICT plan in accordance with directions given at the time of an incident.

3.5.2 Crisis Management Team

The Crisis Management Team (CMT) provides leadership and strategic oversight and response to any crisis impacting the COP. The Crisis Management Plan (CMP) sets out the actions and principles to be followed by the CMT should any incident cause, or threaten to cause, serious impact to the City of Perth and its community.

A crisis may result from a multitude of different internal and external events including natural and man made hazards.

Copies of Business Continuity and team plans are available on the eMERGE portal.

Part 4 Recovery

The City of Perth (COP) must lead, manage and coordinate community recovery at the local level under section 41(4) of the *Emergency Management Act 2005* and undertake these responsibilities in close cooperation with or directly supported by State government departments, supporting agencies and organisations.

4.1 Local Recovery Plan

To assist with the recovery process a local government must have steps in place to outline the way in which they will manage recovery internally and with the community. The best way to do this is by a local recovery plan.

A local recovery plan including the nomination of a Local Recovery Coordinator is required under *section 41(4) of the EM Act*. A copy of the City of Perth Local Recovery Plan can be found at www.cityofperth.wa.gov.au

4.2 Local Recovery Coordinator

Local Governments are required to include the nomination of a Local Recovery Coordinator in their local recovery plan under *section 41(4) of the EM Act*. There should be more than one person appointed and trained to undertake the role in case the primary appointee is unavailable when the emergency occurs.

The Local Recovery Coordinator coordinates local-level recovery activities in conjunction with the Local Recovery Coordination Group (LRCG), if formed and in accordance with the plans, strategies and policies it determines.

The nominated Local Recovery Coordinators for the City of Perth (COP) is the Director Community & Commercial Services and Director Economic Development & Activation as alternate. Support for the local recovery Coordination will be provided by Community Amenity & Safety, Parking Services, Community Services, or other COP business units as required

4.3 Local Recovery Coordination Group

A Local Recovery Coordination Group (LRCG) is the strategic decision-making body for recovery. The LRCG provide visible and strong leadership and have a key role in restoring confidence to the community. The LRCG is chaired by the Local Recovery Coordinator.

COP will determine the establishment of a Local Recovery Coordination Group (LRCG) when considered appropriate for community recovery. When formed, the LRCG coordinates local level recovery activities in accordance with City plans, strategies and policies.

Details of the LRCG executive and sub-committee structure can be found in the City of Perth **Local Recovery Plan**.

Appendix 1

LEMC Member Roles and Responsibilities

LEMC member role	Responsibilities
LEMC Chair	Provide leadership and support to the LEMC to ensure effective meetings and high levels of emergency management planning and preparedness for the City of Perth is undertaken.
LEMC Executive Officer	<p>Provide executive and secretariat support to the LEMC by ensuring meetings have:</p> <ul style="list-style-type: none"> • Meeting agenda; • Minutes and action lists; • Correspondence; and • Committee membership contact register; <p>Coordinate the development and submission of committee documents in accordance with legislative and policy requirements including;</p> <ul style="list-style-type: none"> • Annual Report; • Annual Business Plan; and • Local Emergency Management Arrangements. <p>Facilitate the provision of relevant emergency management advice to the Chair and committee as required; and</p> <p>Participate as a member of sub-committees and working groups as required.</p>
Deputy Chair/Local Emergency Coordinator	<ul style="list-style-type: none"> • Provide advice and support to the Local Emergency Management Committee (LEMC) to develop and maintain emergency management arrangements for the Local Government district, as described in the State Emergency Management Policy Section 2.5; • Assist the Hazard Management Agency (HMA) in the provision of a coordinated response at the local-level, as described in the State Emergency Management Plan Section 5.2.2; and • Carry out other emergency management activities in accordance with directions of the SEC.
Local Recovery Coordinator	<ul style="list-style-type: none"> • There should be more than one person appointed and trained to undertake the role in case the primary appointee is unavailable when the emergency occurs. • The Local Recovery Coordinator is responsible for the development and implementation of recovery management arrangements, in conjunction with the Local Government including preparation, maintenance and testing of the Local Recovery Plan; and coordination of the promotion of community awareness of the recovery arrangements.

Local Welfare Coordinator (Department of Communities)	<ul style="list-style-type: none"> • The Department of Communities appoints the Local Welfare Coordinator. • The Local Welfare Coordinator supports the City of Perth to determine local welfare centres in consultation with Local Government and endorsed by the Local Emergency Management Committee (LEMC). • The Local Welfare Coordinators must also maintain and include lists of retail outlets agreeing to partnering arrangements for emergency clothing and prerequisites in local welfare plans and ensure that procedures are in place to access these services.
Office of Emergency Management Committee (OEM)	<ul style="list-style-type: none"> • Attend City of Perth (COP) LEMC meetings where practical. • Provide advice and support to the COP on emergency management matters. • Attend COP LEMC exercises. • Provide up to date contact details for the COP LEMC directory. • Provide up to date treatment plans for identified risks. • Organise and facilitate training exercises relevant their organisation. • Form and maintain active working relationships with other LEMC members. • Update COP on available resources. • Provide post-incident reports. • Provide post-exercise reports. • Provide agency updates.
Kings Park and Botanic Gardens	As per Office of Emergency Management (OEM).
Department of Fire and Emergency Services (DFES)	As per above.
Public Transport Authority (PTA)	As per above.
Royal Perth Hospital	As per above.
Sir Charles Gardner Hospital	As per above.
Water Corporation	As per above.
Main Roads	As per above.
ATCO Gas	As per above.
Western Power	As per above.
Metropolitan Redevelopment Authority	As per above.
University of Western Australia (UWA)	As per above.
City of Vincent	Observers
City of Subiaco	Observers
Town of Cambridge	Observers
City of South Perth	Observers
City of Nedlands	Observers



City of Perth

Emergency Management Plans

(3) LOCAL RECOVERY PLAN

2017

Associated Set of Plans

1. Emergency Management Strategic Plan 2017 - 2021
2. General Plan 2017
3. Local Recovery Plan 2017
4. Local Welfare Plan 2017 (Restricted)

To be read in conjunction with

- City of Perth Strategic Community Plan
- Business Continuity Plan

Contents

Distribution List	4
Amendment Record	4
Acronyms	5
Part 1 Introduction	6
1.1 Overview	6
1.1.1 Authority	6
1.1.2 Community Consultation	6
1.1.3 Aim	6
1.1.4 Objectives.....	6
1.1.5 Purpose	6
1.1.6 Scope.....	6
1.1.7 Related Documents and Plans	7
1.1.8 Agreements, Understandings and Commitments	7
1.1.9 Activation of the Local Recovery Plan.....	7
Part 2 Recovery.....	8
2.1 Overview	8
2.1.1 National Principles for Disaster Recovery.....	8
Part 3 Key Tasks, Roles and Responsibilities	9
3.1 Impact Assessment	9
3.1.1 Comprehensive Impact Assessment	9
3.1.2 Outreach Needs Assessment	9
3.1.3 Data Management	10
3.1.4 Recovery Coordination Centre.....	10
3.1.5 One Stop Shop.....	10
3.2 Community Involvement	11
3.2.1 Participation with the LRCG	11
3.2.2 Strategic Long Term Recovery Plan	11
3.2.3 Managed Withdrawal	11
3.3 Management of Donations.....	12
3.3.1 Donation Management.....	12
3.3.2 Spontaneous Volunteers.....	12
3.3.3 Lord Mayors Distress Relief Fund	12

3.3.4	Financial Donations.....	12
3.4	Business Management Arrangements.....	13
3.4.1	Financial Management.....	13
3.5	State Government Involvement	14
3.5.1	State Recovery Coordinator.....	14
3.5.2	State Recovery Coordination Group	15
3.5.3	State Recovery Controller	15
3.5.4	Reporting.....	15
3.6	Public Information	16
3.6.1	Spokespersons	16
3.6.2	Recovery Communications Plan	16
Part 4	Operational Recovery Planning	16
4.1	Recovery Management Structure.....	16
4.1.1	Local Recovery Coordinator	16
4.1.2	Local Recovery Coordination Group	17
4.1.3	Sub-committee structure.....	17
4.1.4	Subcommittee Terms of Reference	18
4.1.5	Organisational Responsibilities.....	19
4.1.6	Recovery Operational Checklist	19
4.2	Operational Recovery Plan	19
4.2.1	Template	19
4.3	Service Delivery Transition	19
4.3.1	Welfare Support / Debrief	19
4.3.2	Evaluation.....	20
Appendix 1	Outreach Needs Assessment form example.....	21
Appendix 2	Donation Management Media Statement example.....	22
Appendix 3	Operational Recovery Plan template.....	23
Appendix 4	Local Recovery Coordinator (LRC) Start-Up Checklist	25
Appendix 5	Recovery Operational Checklist.....	26
Appendix 6	Local Recovery Coordinating Group Sub-Committee Terms of Reference example.....	28
Appendix 7	Local Recovery Coordination Group (LRCG) Organisational Responsibilities.....	30

Distribution List

Organisation	Department/Officer	Copies	
		Electronic	Hard Copy

Contact and Document Availability

For a copy of this plan or other plans please contact City of Perth Library.

This plan is also available on the City of Perth website www.cityofperth.wa.gov.au

Amendment Record

Amendment		Amendment Summary	Amended by
No.	Date		
1	August 2017	Complete reissue	Jane Hannaford
2			
3			
4			
5			
6			
7			
8			
9			
10			

Acronyms

General acronyms that are used in the City of Perth Local Recovery Plan.

Short Name	Full Name
CEO	Chief Executive Officer
COP	City of Perth
DFES	Department of Fire and Emergency Services
DC	Department of Communities
EM	Emergency Management
EMP	Emergency Management Plan
ERM	Emergency Risk Management
HMA	Hazard Management Agency
ISG	Incident Support Group
LEMC	Local Emergency Management Committee
LG	Local Government
LMDRF	Lord Mayors Distress Relief Fund
LRC	Local Recovery Coordinator
LRCG	Local Recovery Coordinating Group
NGO	Non-Government Organisation
OEM	Office of Emergency Management
PPRR	Prevention, Preparedness, Response and Recovery
SECG	State Emergency Coordination Group
SEMC	State Emergency Management Committee
SEWS	Standard Emergency Warning Signal
SRC	State Recovery Coordinator
SRCG	State Recovery Coordination Group
WANDRRA	Western Australian Natural Disaster Relief & Recovery Arrangements
WAPOL	Western Australian Police Service

Part 1 Introduction

1.1 Overview

The Introduction provides brief details of the essential components for the City of Perth (COP) Local Recovery Plan.

1.1.1 Authority

The COP Local Recovery Plan has been prepared in accordance with section 41(1) of the *Emergency Management Act 2005*. This plan has been endorsed along with the COP Emergency Management Plans.

1.1.2 Community Consultation

The COP consulted with key stakeholders relevant to emergency management in the development of the Local Recovery Plan.

1.1.3 Aim

The aim of the CoP Local Recovery Plan is to document and facilitate the recovery of the community and the local government from an emergency for the COP communities.

1.1.4 Objectives

The objectives of the COP Local Recovery Plan are to:

- Identify and coordinate an effective process to facilitate the recovery of the community;
- Provide community recovery management structures for the community and the City of Perth to ensure community participation in the recovery process; and
- Identify activation of the COP Local Recovery Plan.

1.1.5 Purpose

The purpose of this plan is to facilitate recovery of individuals, the community and the local government from an emergency for the COP.

1.1.6 Scope

This document applies to the local government district of the City of Perth (COP). The document details the CoP capacity to provide support to the community in recovery from an emergency.

This document and associated set of plans have been written to ensure the COP is prepared to deal with the identified emergencies within its local government district.

1.1.7 Related Documents and Plans

The COP Emergency Local Recovery Plan forms part of an associated set of the COP *Emergency Management Plans*.

The plans should be read in conjunction with one another and directly relate to the CPFS Local Welfare Plan.

1.1.8 Agreements, Understandings and Commitments

The Local Recovery Plan forms part of the City of Perth's Emergency Management Strategic Plan 2017 – 2021.

Memorandums of Understanding are being developed with privately owned centres that have been identified as possible Welfare Centre locations.

1.1.9 Activation of the Local Recovery Plan

In consultation with the Hazard Management Agency, the Local Recovery Coordinator for the COP will arrange for the activation of the COP Local Recovery Plan.

Part 2 Recovery

2.1 Overview

Local Governments are the closest form of government to the local community and are best placed to provide specialist knowledge and support for the community during and following an emergency event. Local Government have well developed community links and support mechanisms as they know about the local environment and demographic features of their communities.

Local Government can advise Hazard Management Agencies on matters related to their Local Government area by providing advice and resources to manage an emergency. Local Governments lead, manage and coordinate community recovery at the local level and undertake these responsibilities in close cooperation with or directly supported by State government departments and supporting agencies.

Section 36(b) of the Emergency Management Act 2005 (EM Act), 'It is a function of local government...to manage recovery following an emergency.'

The city recognises that response and recovery may occur simultaneously under certain circumstances.

2.1.1 National Principles for Disaster Recovery

The National Principles for Disaster Recovery state that 'Disaster Recovery' or 'Emergency Recovery' in Western Australia is part of emergency management, which includes the broader components of prevention, preparedness and response.

To ensure that all aspects of emergency recovery are considered, all recovery arrangements should acknowledge that successful recovery relies on:

- Understanding the context;
- Recognising the complexity;
- Using community-led approaches;
- Ensuring coordination of all activities;
- Employing effective communications; and
- Acknowledging and building capacity.

Part 3 Key Tasks, Roles and Responsibilities

Key planning tasks, roles and responsibilities will be considered under relevant categories to ensure that recovery priorities are considered.

3.1 Impact Assessment

Impact assessment involves gaining early and accurate information about the impact of the emergency on individuals, the community and infrastructure. Impact assessment information received from the Hazard Management Agency is essential to manage an effective recovery program.

The City will be proactive in identifying the need for the commencement of the recovery process.

3.1.1 Comprehensive Impact Assessment

The Hazard Management Agency will complete the 'Comprehensive Impact Assessment' form in consultation with the Incident Support Group. This contains a detailed description of the impact of the affected community and provides the Local Recovery Coordinator with a starting point for recovery needs of individuals, the community and infrastructure.

3.1.2 Outreach Needs Assessment

When a community is affected by an emergency it is essential to determine the needs of the community as they are often large and vast. One of the best ways to capture this information is using a technique called 'Outreach' whereby volunteers from the Australian Red Cross and other agencies partner with the local government to speak directly to impacted individuals. This will determine what has been affected, what information is needed, what assistance is required, if they wish to be contacted for further information and their best contact details.

Consideration will be given by the City of Perth (COP) through the relevant LRCG sub-committee to determine recovery needs from the affected community. The Australian Red Cross can provide support for the CoP in undertaking an immediate needs assessment via outreach.

Consideration of the needs and impact on residents, businesses, visitors, workers, government and tourists will also be included as part of this process and undertaken by the COP and other relevant partners.

A sample Outreach Needs Assessment form can be found at **Appendix 1 – Outreach Needs Assessment Form Example**.

3.1.3 Data Management

Information gathered in the recovery process will be managed in collaboration with the Red Cross via the Red Cross database and eMERGE portal. This will capture data for:

- Individuals affected;
- Properties affected; and
- Outreach Impact Assessment.

3.1.4 Recovery Coordination Centre

The Recovery Coordination Centre location for the COP for LRCG meetings and key CoP staff involved in recovery will be located as per arrangements or by the Local Recovery Coordinator.

Name	Location
Level 7, Council House	27 St Georges Tce, Perth
CityWatch	

3.1.5 One Stop Shop

The community One Stop Shop with all relevant member agencies and the COP key staff will be able to engage and assist the community in recovery will be located at:

Name	Location
Perth Town Hall	Cnr Barrack & Hay St, Perth
City Place Community Centre	Railway Concourse, Wellington St Perth
Library	Hay St Perth
Customer Service	Ground Floor & Level 5 Contact Centre Council House

3.2 Community Involvement

Communities threatened or impacted by an emergency need to be actively involved in their own recovery. This means establishing the four key areas for community services and activity in recovery including the economic, social, environment and built environments.

3.2.1 Participation with the LRCG

Community representation and key stakeholders will be a considered inclusion depending on the nature and impact of the emergency, for each of the relevant Local Recovery Coordinating Group (LRCG) sub-committees.

3.2.2 Strategic Long Term Recovery Plan

A strategic long term recovery plan is developed to achieve holistic, long-term, enduring recovery for the individuals, families and communities affected by an emergency and build resilience to future emergencies. The City of Perth (CoP) where appropriate will develop a collaborative, comprehensive and inclusive long-term community recovery strategy for the CoP community.

3.2.3 Managed Withdrawal

The COP will communicate via the LRCG sub-committees when relevant service providers and agencies will be withdrawing services from the affected area.

3.3 Management of Donations

One of the biggest burdens for local government is the donation of goods from generous members of the public following an emergency. People want to help communities when they see them suffering and one way they like to show their support is by donating physical goods. Unfortunately, this proves to be a bigger problem for the local government than anticipated, as they now must manage the storage and distribution of these goods.

The City's preference is to encourage the public to sell the goods and donate the money. It will not accept the donation of goods.

3.3.1 Donation Management

The City of Perth (COP) spokesperson will reinforce in all media statements that the donation of goods is not required for the emergency and thereafter. A sample media statement about donated goods is located at **Appendix 4 – Donation Management Media Statement example**.

Any donation of goods wanted by charities should be directed to GIVIT through the website: www.givit.org.au

3.3.2 Spontaneous Volunteers

Spontaneous volunteers may present to the COP to provide support and assistance to the affected community. In the first instance, the LCRG will determine the process of dealing with spontaneous volunteers and if support agencies are required to assist in this regard.

3.3.3 Lord Mayors Distress Relief Fund

Depending on the nature of the emergency, the State may activate the LMDRF for financial donations to be made to those individuals and families affected by the emergency. The LRC will liaise with the Lord Mayors Distress Relief Fund in terms of managing the process with the LRCG.

3.3.4 Financial Donations

Agencies, community groups and organisations that wish to make financial donations to the community of the COP, or the local government will be directed to the LRCG for the COP to make appropriate arrangements.

3.4 Business Management Arrangements

Ensuring the City of Perth (COP) continues to function while the emergency is occurring and during recovery is essential. Financial, critical incident and business continuity arrangements should be enacted to ensure the COP can function on a day to day basis while managing the recovery process.

The plans relating to business continuity will be found through eMERGE.

3.4.1 Financial Management

Financial assistance to support the COP and the community in recovery can be obtained through the Western Australian Natural Disaster Relief and Recovery Arrangements (WANDRRA). This is administered by the Office of Emergency Management (OEM), with assistance from other agencies to provide financial relief to the COP where possible.

Through WANDRRA financial assistance is provided to Local Governments, agencies and community members who have been affected by a natural emergency or terrorist event, to assist with their recovery. The COP will enact a designated internal cost code to record the financial outgoings for the emergency and subsequent recovery.

3.5 State Government Involvement

The State Government may provide support and assistance to the City of Perth (COP) in recovery. The support mechanisms are shown below in Figure 1 and provided in more detail below.

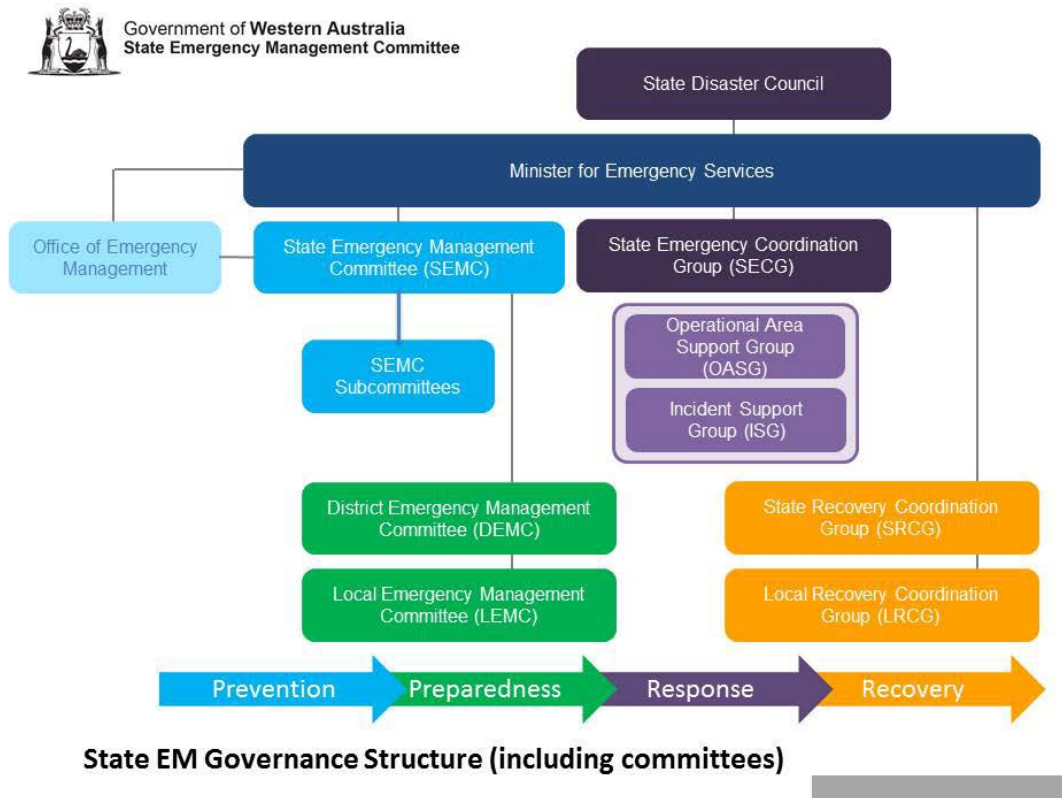


Figure 1: State Government involvement in recovery

Courtesy of Office of Emergency Management

3.5.1 State Recovery Coordinator

The State Emergency Management Committee (SEMC) may appoint a State Recovery Coordinator to support recovery activities for an emergency. The State Recovery Coordinator supports a whole of government approach and coordinates the maintenance of the State recovery arrangements and plans through the SEMC recovery subcommittee and in partnership with the SEMC Secretariat.

The State Recovery Coordinator supports the operation of State-level recovery coordination through the State Recovery Coordination Group (SRCG) if established. The coordinator must consider the level of State involvement required and whether the SRCG and State Recovery Controller should be established, in conjunction with the COP and the State Emergency Coordinator.

3.5.2 State Recovery Coordination Group

The State Recovery Coordination Group (SRCG) is established by the State Recovery Coordinator on their own initiative, or on the advice and direction of the State Emergency Coordination Group (SECG). When established the SRCG, is responsible for State level recovery coordination in complex or prolonged recovery operations.

The SRCG reports to the Minister and the Premier. The State Recovery Coordinator will chair the SRCG, unless a State Recovery Controller has been appointed.

When a State-level operational recovery plan is developed by the SRCG, an evaluation of its effectiveness must be conducted after the State-level recovery coordination arrangements.

3.5.3 State Recovery Controller

The State Recovery Controller is appointed by the Premier, on the recommendation of the State Recovery Coordinator, in consultation with the State Emergency Coordinator.

The appointment of the State Recovery Controller will usually occur when an emergency affects several communities, is ongoing, requires State level assistance to resolve issues and needs a regional coordination approach.

3.5.4 Reporting

The State Recovery Coordinator or the State Recovery Controller will be in liaison with the City of Perth Local Recovery Coordinator should the level of recovery warrant assistance from the state.

Regular verbal and written reports may be required by the above-mentioned positions by the Local Recovery Coordinator. An Operational Recovery Plan can provide the essential reporting elements to the State Recovery Coordinator or Controller. A copy of an Operational Recovery Plan template can be found at **Appendix 5– Operational Recovery Plan template**.

3.6 Public Information

Recovery communications is the practice of sending, gathering, managing and evaluating information. Well planned and executed public information, is vital in recovery.

3.6.1 Spokespersons

The spokespersons for the City of Perth (COP) in recovery will be the Lord Mayor, Chief Executive Officer or as delegated.

3.6.2 Recovery Communications Plan

A Recovery Communications Plan will be developed for the emergency by the Director Economic Development & Activation for the City of Perth, detailing a vision and mission for communication to the affected community and provided to the Local Recovery Coordinating Group (LRCG).

Part 4 Operational Recovery Planning

4.1 Recovery Management Structure

To undertake responsibilities in recovery, a management structure is required to achieve all the activities required. Key planning tasks, roles and responsibilities will be considered under relevant categories to ensure that recovery priorities are considered.

4.1.1 Local Recovery Coordinator

The Local Recovery Coordinator (LRC) is responsible for the development and implementation of recovery management arrangements for the City of Perth. The nominated Local Recovery Coordinator for the City of Perth is the Director, Community & Commercial Services. The LRC is supported by the Manager, Community Amenity and Safety.

The Local Recovery Coordinator determines the establishment of a Local Recovery Coordination Group (LRCG) when considered appropriate for community recovery and is Chair of this group. The LRC coordinates local-level recovery activities in conjunction with the LRCG, when formed and in accordance with the plans, strategies and policies it determines.

A start-up checklist for the Local Recovery Coordinator can be found at **Appendix 2 – Local Recovery Coordinator Start-Up Checklist**.

4.1.2 Local Recovery Coordination Group

A Local Recovery Coordination Group (LRCG) is the strategic decision-making body for recovery. The LRCG provide visible and strong leadership and have a key role in restoring confidence to the community.

The LCRG will consist of relevant directors, managers and staff as identified by the LRC relative to the incident. It can also include elected members, community representatives, people from supporting state agencies and organisations and people from local organisations. The structure for a large-scale emergency for the City of Perth is listed below including key positions:

Key Position	Name
Chairperson / LRC	Director, Community & Commercial Services
Alternate Local Recovery Coordinator	Director, Economic Development & Activation
Spokesperson	Lord Mayor
Communications Officer	Snr Media Adviser
Social Sub-Committee Chair	Manager Community Services
Environment Sub-Committee Chair	Manager Sustainability
Economic Sub-Committee Chair	Manager Economic Development
Built Environment Sub-Committee Chair	Manager Construction
LRC Support	Manager CAS
LRCG	Coordinator Community Safety

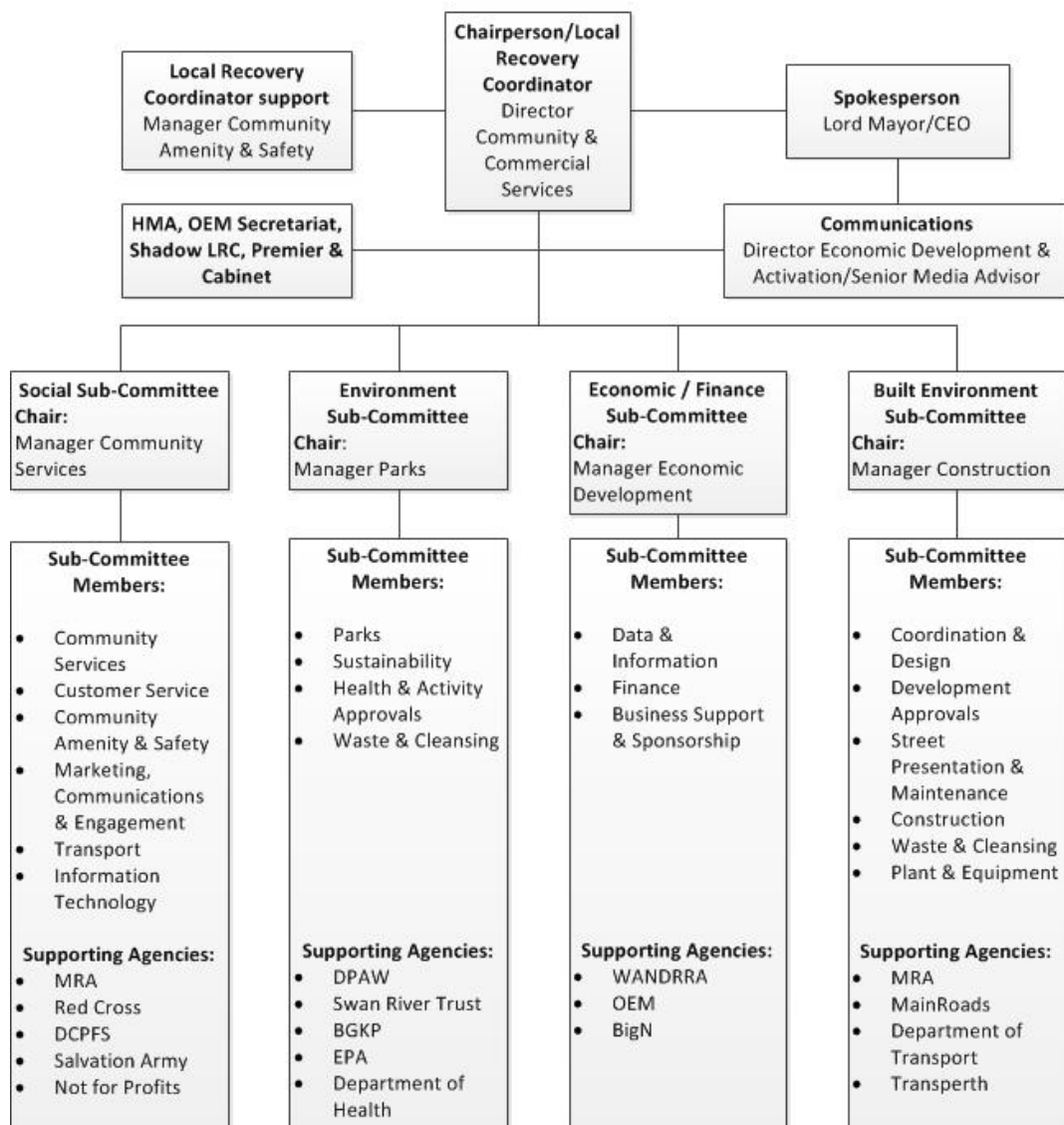
A recovery operational checklist for the LRCG can be found at **Appendix 3 - Recovery Operational Checklist**.

4.1.3 Sub-committee structure

Current Australian best practice in recovery suggests that utilising a sub-committee structure to support the many recovery activities to be undertaken in the community. Depending on the scale of the emergency, sub-committees should be formed with specific responsibilities each reporting to the LRCG.

Details of the suggested sub-committee structure for the City of Perth (COP) and key member agencies that may assist in recovery have been listed are below.

Local Recovery Coordinating Group (LRCG) Structure



4.1.4 Subcommittee Terms of Reference

The Local Recovery Coordinating Group (LRCG) and relevant subcommittees may change over time. LRCG sub-committees require assistance and guidance to operate in a highly stressful and time poor environment. Terms of reference for LRCG sub-committees' will assist with the management of short, medium and long term recovery.

A template Subcommittee Terms of Reference is located at **Appendix 6 - Local Recovery Coordinating Group sub-committee Terms of Reference** example.

4.1.5 Organisational Responsibilities

The key member agencies listed within the Local Recovery Coordination Group (LRCG) structure and sub-committees will have specific responsibilities to assist the City of Perth (COP) in recovery.

An appendix of the suggested organisational responsibilities is located at **Appendix 7 - Local Recovery Coordination Group Organisational Responsibilities example**.

4.1.6 Recovery Operational Checklist

A checklist to assist the Local Recovery Coordinator and the COP consider and complete relevant recovery services and activities within the community is located at **Appendix 3 – Recovery Operational Checklist**.

4.2 Operational Recovery Plan

The operational recovery plan provides a full description of the extent of physical and human damage, and detailed plans for restoration and reconstruction of the affected community. This will be prepared by the Local Recovery Coordinator with assistance from the Local Recovery Coordinating Group (LRCG).

4.2.1 Template

A template Operational Recovery Plan with key headings is located at **Appendix 5 – Operational Recovery Plan template**.

4.3 Service Delivery Transition

There is no definite end period to recovery; however consideration is required to determine when the City of Perth (COP) will consider normal service delivery. This decision will be made depending on the severity and nature of the emergency, and the impact on the COP and the community.

4.3.1 Welfare Support / Debrief

Welfare support will be ongoing throughout the recovery period. A formal debriefing arrangement will be instigated by the Manager, Human Resources for all staff through the Employee Assistance Program as they transition from recovery back to their normal duties.

4.3.2 Evaluation

The one-year anniversary period for the emergency marks the time when the local government is required under state emergency management guidelines to provide an evaluation report of their activities in recovery.

The Local Recovery Coordinator will provide the State Recovery Coordinator a formal report of reflection about the recovery process on behalf of the COP.

Appendix 1

Outreach Needs Assessment form example

Date: _____ TEAM No: _____

Hello my name is _____ and I am from local government/Red Cross on behalf of the City of Perth.
 We are here to (engage/speak/check in) with rural land-owners to see how best we can assist you following the emergency.
 We're collecting a database of affected people and impact on properties to ensure we deliver up-to-date information and assistance in connecting people with appropriate organisations/agencies/people depending on assistance you may require.

PROPERTY DETAILS

Location (Lot No/Apartment, Street name, Area):

Nearest Cross Road:

Property Owner/ Occupant Name:

How would you like to be contacted?

Your preferred time?

☐

Phone:

☐

Morning (7am – 12noon)

☐

Email:

☐

Afternoon (12noon – 5pm)

☐

Post:

☐

Evening (After 5pm)

PROPERTY NEEDS

Please provide information on detail for any needs identified

☐

House/Apartment Destroyed/ Uninhabitable

☐

House/Apartment Damaged

☐

Outbuildings destroyed Total: _____

☐

Rebuilding Assistance

☐

Asbestos/ Possible asbestos

☐

Water supply affected

☐

Utility services affected

☐

Fencing destroyed/ Damaged

☐

Garden destroyed/ Damaged

☐

Environmental clean-up required

☐

Domestic animals lost/ Injured

☐

Other (Please provide details)

INFORMATION NEEDS

OTHER ASSISTANCE REQUIRED

☐

Rubbish collection/ Disposal Information

☐

Council Services TYPE: _____

☐

Recovery Information/ Newsletter

☐

Referral to Agency WHO: _____

☐

Financial/ Grant assistance

☐

Other (provide details):

☐

Counselling/ Wellbeing Check

Would you like someone to contact you?

☐

Immediately

☐

Within the week

☐

In the future (Box)

Source: Adapted from the Shire of Harvey Rural Outreach and Impact Assessment Form 2016.

Appendix 2 Donation Management Media Statement example

Recovery of the community after an emergency is the job of local government. The City of Perth is keen to ensure the community gets back on its' feet following this emergency.

Western Australians are always extremely generous with their donations after a fire, flood or cyclone, however money donations are the best way to provide help for people in emergencies. Money donations provide the affected community with the ability to make choices for what they need and it also helps to support local businesses who benefit when we shop local.

The donation of any physical goods for our community is not needed. Should we need specific items, this need will be broadcast in the media. Those wishing to donate specific items that have requested should register their interest with GIVIT through their website www.givit.org.au

Physical goods donated in an emergency, cause a huge stress and burden on local government and charities.

The best way to assist those in need is through your generous donation of money through the Lord Mayor's Distress Relief Fund of WA. Listen out for where you can donate.

Thank you for your generous support.

Appendix 3 Operational Recovery Plan template

Section 1 Introduction

- Background on the nature of the emergency.
- Aim of the plan.
- Authority for plan.

Section 2 Assessment of Recovery Requirements

- Details of loss and damage to residential, commercial and industrial buildings, transport, essential services (including state and local government infrastructure).
- Estimated of cost of damage.
- Temporary accommodation requirements (includes details of evacuation centres).
- Additional personnel requirements (general and specialist).
- Human service (personal and psychiatric support) requirements.
- Other health issues.

Section 3 Organisational Aspects

- Details the composition, structure and reporting lines of the Local Recovery Coordinating Group (LRCG) and subcommittees set up to manage recovery.
- Details of the inter-agency relationships and responsibilities.
- Details of the roles, tasks and responsibilities of the LRCG, sub-committees and those appointed to positions including Local Recovery Coordinator.
- Communications plan.

Section 4 Operational Aspects

- Details resources available and required.
- Redevelopment plans (includes mitigation proposals).
- Reconstruction restoration programme and priorities, (including estimated timeframes).
- Includes programs and strategies for government agencies to restore essential services and policies for mitigation against future emergencies.
- Includes the local government program for community services restoration.
- Financial arrangements (assistance programs such as WANDRRA, insurance, public appeals and donations (see also Section 5 below).
- Public information dissemination.

Section 5 Administrative Arrangements

- Administration of recovery funding and other general financial issues.
- Public appeals policy and administration (including policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel).

Section 6 Long Term Recovery Arrangements

- Plan.
- Positions.

Section 7 Conclusion

Summarises goals, priorities and timetable of the plan.

Signed by

Chair

Local Recovery Coordination Group

Date:

Source: Adapted from the Shire of Harvey Operational Recovery Plan 2016.

Appendix 4 Local Recovery Coordinator (LRC) Start-Up Checklist

Action Description	Complete
Alert and contact key City of Perth (COP) Local Recovery Coordinating Group (LRCG) members (see Local Recovery Plan)	
Contact key COP recovery contacts including the Chief Executive Officer (CEO) and Mayor (see Local Recovery Plan)	
Ensure liaison with Incident Controller and attendance at Incident Support Group (ISG) meeting. If LRC cannot attend, ensure COP representative does attend.	
LRC to determine if LRCG to meet once briefing received from Incident Controller or attendance at ISG	
LRC in conjunction with the COP to receive Comprehensive Impact Assessment Form from the Hazard Management Agency and the handover formalisation of recovery occurs	
Once decision on LRCG to meet, decide on initial membership, convene meeting and ensure administration support in place	
In accordance with the Local Recovery Plan ensure all processes have commenced for the recovery process with the City of Perth	
LRC to contact COP media spokesperson and provide briefing	
LRC to consider internal support within the COP through the Critical Incident Management Plan activation by speaking with Critical Incident Management Controller	
LRC to advise State Recovery Coordinator that Local Recovery Plan has been enacted	
LRC to determine if Recovery Coordination Centre is required for the COP and activate where appropriate	
LRC to determine if One Stop Shop is required and activate where appropriate	
LRC to convene meeting of LRCG using an appropriate Chair to convene LRCG	
LRC in conjunction with LRCG to determine the sub-committees required for this recovery (refer to Local Recovery Plan)	
Commence development of an Operational Recovery Plan for the event	
Confirm with COP Finance Manager that costs are currently being tracked for the event to determine whether the Western Australian Disaster Relief and Recovery Arrangements (WANDRRA) will be enacted	
Ensure COP staff are briefed on their roles in recovery and information to advise calls from the public	
Consider the establishment of a call centre to assist with the enquiries from the COP community and the public	
Ensure the state contact for GIVIT has been contacted so that offers of assistance and goods can be managed effectively	

Appendix 5 Recovery Operational Checklist

Recovery Strategy	Commenced
Immediate/Short Term	
Ensure energy and communication supplies are adequate and stable	
Ensure and facilitate the completion of the immediate impact assessment	
Establish strong relationships with key regional government agency representatives and appoint them to relevant sub-committees	
Facilitate the provision of access to emergency funding	
Gather evidence to support requests for government assistance	
Establish a network for information provision to community	
Assist with the support of animal welfare needs	
Appoint a spokesperson from the City of Perth to deal with the media	
Work within existing community organisations in the community	
Assume public information responsibilities from the Hazard Management Agency and provide information to the community and the media	
Create templates for impact assessment and for tracking assistance provided	
Establish a system for recording all expenditure during recovery	
Provide a one stop shop for advice, information and assistance to community	
Identification and support to businesses and employers	
Dissuade spontaneous donations of goods through Local Governments spokesperson	
Provide psychosocial support	
Facilitate and advise on State and Australian government funding	
Conduct outreach program to community	
Assist and liaise with businesses to re-establish and open	
Re-establishment of transport needs	
Develop a comprehensive media/community strategy	
Provide assistance with insurance claims	
Establish communications for planned recovery strategies to the community	

Recovery Strategy	Commenced
Medium/Long Term	
Assist with the redevelopment of social networks and connections	
Support the community activities for the rescue and rehabilitation of wildlife	
Support the restoration of key natural habitat	
Restore banking and other financial solutions	
Recruit members of the community for recovery strategy planning	
Management of appeal funding to the affected community	
Facilitate the distribution of appeal funds	
Consider a strategy for the recovery process after the containment of contaminants	
Monitor and assist the rehabilitation of critical infrastructure	
Monitor and assist the restoration of residential buildings	
Support the restoration of the rural infrastructure network	
Renegotiation of loans for businesses	
Improvements to infrastructure and services during reinstatement	
Prepare oral and written financial and non-financial reports and briefs	
Adjust capital works and maintenance programs	
Stage a public event of acknowledgement and community closure	

Appendix 6 Local Recovery Coordinating Group Sub-Committee Terms of Reference example

Authority

The Social, Natural, Economic and Built Environment sub-committees of the Local Recovery Coordinating Group (LRCG) will be established in recovery by the Local Recovery Coordinator and endorsed in conjunction with the City of Perth Chief Executive Officer and Mayor.

Aim

The aim of each sub-committee will be to develop partnerships between the City of Perth and organisations and agencies that become sub-committee members to provide recovery services and activities for the community affected by an emergency.

Purpose

The purpose of each sub-committee is to provide;

Recovery operational responsibilities
Local and state arrangements for recovery services
Advice on matters pertaining to subject matter expertise
Interagency cooperation on recovery service and activities
Efficient service provision between agencies and organisations
Resource capacities
Key agency and organisational contacts

Reporting

Each sub-committee will report their services and activities through their nominated Chair to the Local Recovery Coordination Group.

Social Sub-committee

To provide advice and guidance to assist in the restoration and strengthening of the community well-being.
To facilitate understanding on the needs of the impacted community in relation to community wellbeing.
To assess and recommend priority areas, projects, and events to assist with the recovery process in the immediate and short-term regarding the restoration and strengthening of community wellbeing.
To assess and recommend medium and long term priority areas to the local government for consideration to assist in the restoration and strengthening of community wellbeing.
To ensure the affected community is informed and involved in the recovery processes so actions and programs match their needs.

Environment Sub-committee

To provide advice and guidance to assist in the restoration of the natural environment.
To facilitate understanding of the needs of the impacted community in relation to environmental restoration.
To assess and recommend priority areas, projects and community education to assist with the recovery process in the immediate and short-term regarding the restoration of the environment including weed management and impacts on wildlife.
To assess and recommend medium and long term priority areas to the City of Perth for consideration to assist in the restoration of the natural environment in the medium to long term.

Built Sub-committee

Assist in assessing requirements for the restoration of services and facilities in conjunction with the responsible agencies.
To provide advice and assist in the coordination of the restoration of infrastructure assets and essential services damaged or destroyed.
To assess and recommend priority infrastructure projects to assist with the recovery process in the immediate and short, medium and long term for the City of Perth.

Economic Sub-committee

To make recommendations to the Lord Mayor's Distress Relief Fund (LMDRF) on the orderly and equitable disbursement of donations and offers of assistance to individuals having suffered personal loss and hardship.
Coordinate the development of eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals.
Coordinate and facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical.
Coordinate all recording activities for WANDRRA.

Source: Adapted from the City of Bunbury Emergency Management Arrangements and the State Emergency Management Local Recovery Guidelines 2016.

Appendix 7 Local Recovery Coordination Group (LRCG) Organisational Responsibilities

LRCG member role	Responsibilities
LRCG Chair	<ul style="list-style-type: none"> Chair the COP LRCG. Establish sub-committees as required. Ensure key staffing roles within the COP are fulfilled including administration support to the Local Recovery Coordinator and the LRCG. Ensure the development of an Operational Recovery Plan.
Local Recovery Coordinator	<ul style="list-style-type: none"> Liaise with the HMA and attend ISG or OASG meetings. Provide advice to the Mayor and the CEO on the requirement to convene a LRCG. Assess the community recovery requirements in conjunction with the LRCG. Liaise with the State Recovery Coordinator.
LRCG Executive Officer	<ul style="list-style-type: none"> Provide executive support to the LRCG.
LRCG Communications/Media Officer	<ul style="list-style-type: none"> Provide media and communications support to the COP spokesperson. Provide media and communications support and advice to the LRCG. Ensure an internal and external communications plan has been established.
City of Perth (COP) Street Presentation & Maintenance	<ul style="list-style-type: none"> Maintain and coordinate the cleaning up of roads, drainage and footpaths. Provide advice and support to the LRCG.
COP Waste & Cleansing	<ul style="list-style-type: none"> Coordinate and carry out waste collection and disposal including hard and green waste including normal waste collection. Provide advice and key contacts to the COP for extra ordinary waste removal such as asbestos. Provide advice and support to the LRCG.
COP Community Services	<ul style="list-style-type: none"> Provide health and wellbeing support and programs to the communities of the COP. Provide advice and support to the LRCG.
COP Construction	<ul style="list-style-type: none"> Maintain and coordinate the construction of roads, drainage and footpaths.
COP Plant & Equipment	<ul style="list-style-type: none"> Maintain and coordinate plant and equipment for operations dedicated to recovery efforts. Provide advice and support to the LRCG.
COP Environmental & Public Health	<ul style="list-style-type: none"> Develop, implement and coordinate environmental and public health programs to support recovery. Provide advice and support to the LRCG.
Department of Communities	<ul style="list-style-type: none"> Coordinate all welfare arrangements for the COP as per the Local Welfare Plan. Provide advice and support to the LRCG. Provide funding options to the community through WANDRRA.

Centrelink	<ul style="list-style-type: none"> • Provide funding arrangements to support the community in recovery. • Provide advice and support to the LRCG.
Department of Health	<ul style="list-style-type: none"> • Coordinate human disease control and other health issues. • Provide advice and support to the LRCG.
Chamber of Commerce	<ul style="list-style-type: none"> • Provide liaison and consultation with the business community. • Promote and support business and economic development strategies in recovery. • Provide advice and support to the LRCG.
Red Cross	<ul style="list-style-type: none"> • Provide recovery advice to the LRCG. • Assess community needs assessment requirements. • Assess and provide outreach program in conjunction with the COP. • Provide advice and support to the LRCG.
Department of Education and Training	<ul style="list-style-type: none"> • Provide liaison and consultation with schools in the COP. • Provide advice and support to the LRCG.
Main Roads	<ul style="list-style-type: none"> • Provide liaison and consultation arrangements about the road network and infrastructure within the COP. • Provide advice and support to the LRCG.

Agenda
Item 8.9

Contract for the Operation of Turvey Lane Car Park

Recommendation:

That Council AUTHORISES the Chief Executive Officer to negotiate and execute a replacement contract with Dorado Property Group for the City to continue managing a private parking facility located at McCourt Street and Railway Parade, West Leederville, for a period of three years, inclusive of an option to extend for a further three years.

FILE REFERENCE:	P1029352#01
REPORTING UNIT:	Commercial Parking
RESPONSIBLE DIRECTORATE:	Community and Commercial Services
DATE:	29 November 2017
ATTACHMENT/S:	Confidential Attachment 8.9A - Actual income 2015-2017 and projected income 2018 Confidential Attachment 8.9B – Key changes to proposed agreement <i>(Confidential Attachments distributed to Elected Members under separate cover)</i>

In accordance with Section 5.23(2)(e)(ii) of the *Local Government Act 1995*, this item is confidential and has been distributed to the Elected Members under separate cover.

**CONFIDENTIAL ATTACHMENTS 8.9A AND 8.9B
ITEM 8.9 – CONTRACT FOR THE OPERATION OF TURVEY LANE CAR
PARK**

FOR THE FINANCE AND ADMINISTRATION COMMITTEE MEETING

12 DECEMBER 2017

DISTRIBUTED TO ELECTED MEMBERS UNDER SEPARATE COVER